

## Group Environmental Data

	Unit	FY2018	FY2019	FY2020	
CO <sub>2</sub> emissions* <sup>1</sup>	t-CO <sub>2</sub>	3,241,084	2,975,951	2,768,932	
	scope 1	t-CO <sub>2</sub>	139,360	122,391	111,752
	scope 2	t-CO <sub>2</sub>	3,110,724	2,853,560	2,657,180
Electricity consumption in store operations* <sup>2</sup>	GWh	7,125	6,979	6,806	
Water usage in store operations* <sup>3</sup>	1,000m <sup>3</sup>	37,302	35,639	32,296	

\*<sup>1</sup> For FY2018 and FY2019, the data is the total for 12 companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, SHELL GARDEN, Life Foods, IY Foods, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Food Systems, and 7-Eleven, Inc.

For FY2020, the data is the total for 15 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, SHELL GARDEN, Life Foods, IY Foods, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Food Systems, Barneys Japan, Seven Bank, and 7-Eleven, Inc. (Sales of the 15 companies cover 98.1% of the Group's total sales.)

\*<sup>2</sup> The data is the total for 19 companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, 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), Chengdu Ito-Yokado, Hua Tang Yokado Commercial, SEVEN-ELEVEN(TIANJIN), and SEVEN-ELEVEN(CHENGDU). (Sales of the 19 companies cover 98.3% of the Group's total sales.)

\*<sup>3</sup> The data is the total for 16 companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, 7-Eleven, Inc., SEVEN-ELEVEN HAWAII, INC., SEVEN-ELEVEN(BEIJING), Chengdu Ito-Yokado, Hua Tang Yokado Commercial, SHELL GARDEN, THE LOFT, SEVEN-ELEVEN(TIANJIN), and SEVEN-ELEVEN(CHENGDU). (Sales of the 16 companies cover 97.7% of the Group's total sales.)

## Group Personnel Data (in Japan)\*<sup>1</sup>

Breakdown of number of employees (as of the end of February 2021) (persons)			
Full-time employees* <sup>2</sup>	24,189		
Male	17,562	73%	
Female	6,627	27%	
Part-time staff* <sup>3</sup>	43,691		
Male	8,870	20%	
Female	34,820	80%	
Number of employees (full-time employees + part-time staff)	67,880		
Male	26,432	39%	
Female	41,448	61%	
New graduate employees hired	779		
Male	428	55%	
Female	351	45%	
Mid-career employees hired	201		
Male	148	74%	
Female	53	26%	
Turnover (full-time employees)	1,188	5.0%	
Male	726	4.2%	
Female	462	6.8%	

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	16 years 9 months	16 years 5 months	16 years 6 months
Male	18 years 0 month	17 years 5 months	17 years 3 months
Female	13 years 3 months	13 years 7 months	13 years 8 months
Number of full-time employees who took childcare leave (males), (part-time staff)* <sup>4</sup>	1,205 (35) (547)	1,198 (37) (601)	1,229 (41) (581)
Number of full-time employees who took nursing care leave (males), (part-time staff)* <sup>4</sup>	54 (5) (38)	53 (9) (33)	49 (4) (35)
Number of volunteer leave recipients	16	31	7
Percentage of female full-time employees	27.1%	27.2%	27.4%
Number of female managers (percentage)* <sup>5</sup>	2,545 (27.0%)	2,400 (26.6%)	2,246 (26.3%)
Team leader	1,828 (32.8%)	1,709 (32.4%)	1,571 (32.4%)
Section manager	644 (23.1%)	616 (22.3%)	599 (22.1%)
Division manager	73 (7.3%)	75 (7.6%)	76 (8.2%)
Corporate officer* <sup>6</sup>	22 (11.8%)	21 (11.2%)	24 (13.0%)
Percentage of employees with disabilities* <sup>7</sup>	2.84%	2.96%	2.95%
Percentage of paid leave taken	45.5%	49.2%	50.9%
Full-time employee turnover rate	4.9%	5.4%	5.0%
Male	4.1%	4.3%	4.2%
Female	6.9%	8.3%	6.8%

\*<sup>1</sup> The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, 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.)

\*<sup>2</sup> The figure includes 1,406 persons reemployed after mandatory retirement.

\*<sup>3</sup> Monthly average, with 8 hours/day counted as one employee. Including contractual employees.

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

\*<sup>5</sup> The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank. The percentage of team leaders or higher positions, excluding corporate officers.

\*<sup>6</sup> The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*<sup>7</sup> The percentage for the fiscal year is 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), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

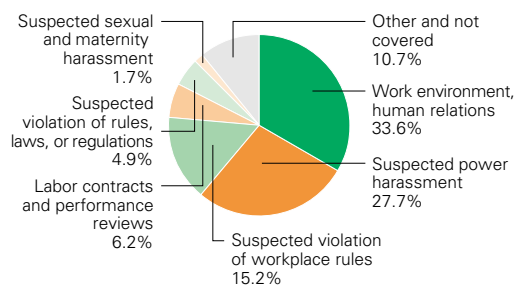
## Data from Groupwide Helplines for Employees

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

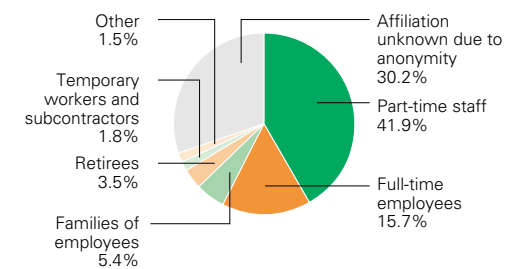
This system applies to both employees of Seven & i Holdings and those of consolidated subsidiaries in Japan. The group-wide system is working to proactively prevent, quickly discover, promptly correct and stop reoccurrences of any wrong behavior that would result in a loss of public trust.

	FY2018	FY2019	FY2020
Number of reports	1,226	1,208	1,144

Breakdown of reports by category for FY2020



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 28, 2021: 21,085

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

### FY2020 Targets/Results and FY2021 Targets

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

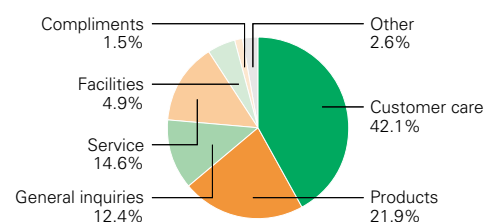
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderlies	<ul style="list-style-type: none"> <li>Cumulative number of mobile stores: 108</li> <li>Inspect and revise development area and concurrently expand new areas</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative number of mobile stores: 107</li> <li>Also began operations in new areas (1 store in Mie Prefecture, 2 stores in Nara Prefecture)</li> </ul>	△	<ul style="list-style-type: none"> <li>Cumulative number of mobile stores: 115</li> <li>Survey viability of business continuity in areas and expand number of mobile stores</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Support

The customer support is making strenuous efforts to more closely align itself with customer feedback. 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 to the top management and relevant departments to prevent similar issues from occurring.

### Breakdown of inquiries by category for FY2020 Inquiries received: 190,039 (up 2.1% from the previous fiscal year)



Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Continue to maintain certification of all daily foods manufacturing factories. Aim to further enhance the audit program and to construct a management framework equivalent to JFS-C standards</li> <li>Continue to acquire certification for all manufacturing factories of manufacturers of private-brand products (complete by the end of 2020)</li> </ul>	<ul style="list-style-type: none"> <li>Completed audits of all daily foods manufacturing factories to maintain their certification. Added top management commitment to the audit program</li> <li>Ratio of certification acquisition for manufacturing factories of manufacturers of private-brand products: 92%</li> </ul>	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> <li>Maintain NDF-FSMS certification for all daily foods manufacturing factories</li> <li>Aim to further develop the audit program</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 550</li> <li>Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 650</li> </ul>	<ul style="list-style-type: none"> <li>Stores that newly adopted barrier-free design (installing wheelchair-accessible toilets): 272</li> <li>Number of stores to have newly installed or expand guard pipes to prevent vehicle "dive" accidents: 905</li> </ul>	<p>×</p> <p>○</p>	<ul style="list-style-type: none"> <li>Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 150</li> <li>Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 200</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>Recognizing social issues should be solved through our business, we continue initiatives to address them by improving our products and services</li> </ul>	<ul style="list-style-type: none"> <li>Incidences of customer service issues accompanying fee charging for plastic bags. Training and awareness raising implemented for franchise stores following comments from many customers, including on protocols for products with differing temperatures, liquid spillages, as well as who should pack customer-brought bags. Meanwhile, the attentiveness and friendly greetings of store employees have been praised or have fed into positive feedback</li> </ul>	<p>△</p>	<ul style="list-style-type: none"> <li>Analyze comments from customers about customer service and implement counselling at franchise stores. Improve on problematic areas through persons in charge of operations and the franchise store training section</li> <li>Reflect customer feedback which lead to improvements in products and customer service utilize as on-site initiatives to improve customer satisfaction levels</li> </ul>
Providing support for disasters				
	<ul style="list-style-type: none"> <li>Verify recent disaster response (Typhoon Faxai and Typhoon Hagibis) and implement review of business continuity plan to fulfill infrastructure functions, including the continuation of store operations when disasters occur</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Dealt with Typhoon Haishen based on outcomes of disaster response training. Announced strategic business shutdowns two days before approach of the typhoon, and gave top priority to life-saving and safety of employees at franchise stores and in the supply chain</li> <li>In addition to providing beverages and light meals to hospitals and therapeutic facilities for mild sufferers during the COVID-19 pandemic, donated a total of 5,000 raincoats to be used as back-up medical gowns to medical associations in 5 prefectures in the Kansai region</li> <li>Delivered water and food supplies to local governments as relief efforts for torrential rainfalls in Kyushu in July 2020</li> <li>Extensively revised the business continuity plan in February 2021</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>Consolidate newly-drafted business continuity plan and improve internal capacities for disaster response through 2 rounds of disaster response training, and all-company disaster prevention and inspection day</li> <li>Implement an exchange of opinions with respective government agencies and local authorities regarding disaster response, and further strengthen collaborations</li> <li>Plan to implement appropriate community support in the event of large-scale disasters based on newly-drafted business continuity plan</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>Collaborate with prefectural police and local police stations to share information on training drills and other areas to achieve a franchise store participation rate for crime prevention drills and seminars of 50% or higher</li> </ul>	<ul style="list-style-type: none"> <li>Results of questionnaire for franchise stores indicated participation rate for drills and seminars of 31.6% (previously 35.2%). Devised plans for scale and methods of holding events (online, etc.) aligned with the COVID-19 pandemic</li> </ul>	<p>×</p>	<ul style="list-style-type: none"> <li>Aim to collaborate on information sharing with prefectural police and local police stations on training drills and other areas to achieve the franchise store participation rate for crime prevention drills and seminars of 50% or more</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> <li>Further push ahead with the EMS system based on ISO 14001 and reduce the number of items pointed out (unacceptable items/improvement opportunities) compared to the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of items indicated by periodic ISO 14001 audits compared to the previous fiscal year (no unacceptable items detected)</li> </ul>	○	<ul style="list-style-type: none"> <li>Further cultivate the EMS operational framework and respective initiatives based on ISO 14001 and reduce the number of items pointed out (unacceptable items/improvement opportunities) compared to the previous fiscal year</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Introduce 2,800 eco-friendly vehicles (45.0% of total fleet)</li> <li>Demonstration trials to be conducted for EVs and FCVs</li> </ul>	<ul style="list-style-type: none"> <li>Introduced 3,900 eco-friendly vehicles (62.7% of total fleet)</li> <li>Implemented demonstration trials for EVs at Chilled Beihan(cooked rice) Okinawa Center and Chilled and Frozen Hino Center, and demonstration trials for FCVs at Chilled Yokohama Midori Center and Chilled Beihan Sano Center (delivery trucks for exclusive transport at chilled temperatures)</li> </ul>	○ ○	<ul style="list-style-type: none"> <li>Introduce 4,200 eco-friendly vehicles (67.0% of total fleet)</li> <li>Continue demonstration trials for EVs at Chilled Beihan(cooked rice) Okinawa Center and Chilled and Frozen Hino Center. Use FCVs to implement mixed loading of Chilled Beihan vehicles</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Reduce plastic bag usage per store to a level below the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Plastic bag turndown rate: about 75% (from June 2020 to February 2021)</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue efforts to reduce plastic bag usage by cooperation with franchise stores and customers as per the previous fiscal year</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Annual number of employees who pass the Eco Test: 500 (100% of managers pass)</li> <li>Inform those who take the Eco Test about environment-related volunteer activities</li> <li>Conduct e-learning for all employees to raise environmental awareness</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in testing opportunities from twice-yearly to once-yearly due to the COVID-19 pandemic, with a total of 114 persons passing (100% of managers passed)</li> <li>Reduction in opportunities for volunteering due to the COVID-19 pandemic, meaning information could not be provided</li> <li>Implemented for all employees in June 2020</li> </ul>	× △ ○	<ul style="list-style-type: none"> <li>Annual number of employees who pass the Eco Test: 150 (100% of managers pass)</li> <li>Inform those who take the Eco Test about environment-related volunteer activities</li> <li>Conduct e-learning for all employees to raise environmental awareness</li> </ul>

### Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions <sup>*1*2*3</sup>	t-CO <sub>2</sub>	1,578,963	1,501,795	1,417,701
CO <sub>2</sub> emissions from store operations (per store) <sup>*1*3</sup>	t-CO <sub>2</sub>	1,350,259 (64.6)	1,281,810 (61.4)	1,198,890 (56.7)
CO <sub>2</sub> emissions from logistics (per store) <sup>*1*4</sup>	t-CO <sub>2</sub>	225,959 (10.8)	217,811 (10.4)	216,285 (10.2)
Electricity consumption in store operations (per store) <sup>*1*3</sup>	GWh (MWh)	2,888 (138)	2,874 (138)	2,795 (132)
Water usage in store operations <sup>*1*5</sup>	1,000m <sup>3</sup>	13,749	13,176	11,709
Plastic bag usage per store (by weight)	t	0.95	0.94	0.50
Waste disposal (recycling rate) <sup>*6</sup>	t (%)	366,920 (57.8)	384,028 (61.6)	352,541 (60.9)
Food waste recycling rate <sup>*7</sup>	%	54.4	42.5	46.6

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

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

\*5 Calculations are performed by estimating water usage for which meter reading data could be confirmed.

\*6 Waste disposal and recycling rate excluding food waste. Calculations are estimated by the amount of waste from 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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>Study support via e-learning lectures targeting all employees</li> <li>Conduct monthly compliance-related e-learning lectures for employees working at stores</li> <li>Raise awareness during regular training</li> </ul>	<ul style="list-style-type: none"> <li>Established a monthly theme and implemented e-learning for all employees</li> <li>Implemented compliance-related e-learning lectures for employees working at stores twice a year (6 content topics each time)</li> <li>Implemented awareness raising during regular training</li> </ul>	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Introduce an optional (voluntary) e-learning system. Provide content topics which allow wide-ranging knowledge acquisition rather than mandatory content only</li> <li>Redesign e-learning and regular training for employees working at stores and continue awareness raising and education</li> </ul>
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>In addition to revise the evaluation system partially to improve and instill the system, implement training and e-learning for further penetration and establishment of the system</li> </ul>	<ul style="list-style-type: none"> <li>Partially revised evaluation system for franchised store management and enhanced weighting of process evaluation. Implemented e-learning to deepen understanding of the system among both those responsible for and those subject to evaluation</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>Revise the design and operation of the evaluation system to achieve high levels of on-site employee satisfaction. Continue to implement e-learning to deepen understanding of evaluation system</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Introduce a working from home arrangement to promote more diverse workstyles</li> <li>Increase company scheduled holidays to better promote a rich work-life balance</li> </ul> <p>· Number of days of annual paid leave: 15.0 days/employee</p> <p>· Annual overtime hours: 270.4 hours/employee</p> <p>· Disseminate information on preventing workplace accidents in advance quarterly at safety and health committees</p>	<ul style="list-style-type: none"> <li>Introduced a working from home (WFH) arrangement and began operation. Drafted guidelines in line with operations</li> <li>Sent WFH ratios to each department manager while increasing the number of days on which WFH was permitted during the COVID-19 pandemic</li> </ul> <p>· Number of days of annual paid leave: 9.6 days/employee</p> <p>· Annual overtime hours: 265.1 hours/employee</p> <p>· Disseminated information on preventing workplace accidents in advance at safety and health committees</p>	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>Expand scope of the working from home (WFH) arrangement. Consider introduction of allowances for out-of-office work, staggered work hours, and WFH toward providing the infrastructure for more comfortable work environments</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Employment of people with disabilities                             <ul style="list-style-type: none"> <li>Percentage of employees with disabilities: 2.3%</li> <li>Counselor for people with disabilities: 99</li> <li>In-house job coach: 15</li> </ul> </li> <li>Strengthen support for employment stability of employees with disabilities</li> <li>Promotion of active participation of female employees                             <ul style="list-style-type: none"> <li>Percentage of female managers: 25%</li> <li>Percentage of female employees: 30%</li> </ul> </li> <li>Promote participation in career development training</li> <li>Launch an in-house community utilizing in-house online communication tools in order to support employees balancing childcare and work. Provide a platform for fellow workers striving for a work-life balance and senior employees to easily avail of consultation</li> </ul>	<ul style="list-style-type: none"> <li>Employment of people with disabilities                             <ul style="list-style-type: none"> <li>Percentage of employees with disabilities: 2.35%</li> <li>Counselor for people with disabilities: 90</li> <li>In-house job coach: 12</li> </ul> </li> <li>Employed a full-time supervisor with thorough knowledge of individual disabilities and consolidated the workplace environment</li> <li>Promotion of active participation of female employees                             <ul style="list-style-type: none"> <li>Percentage of female managers: 21.5%</li> <li>Percentage of female employees: 27.4%</li> </ul> </li> <li>Encouraged participation in career development training to support growth</li> <li>Launched an in-house community utilizing in-house online communication tools. Provided a platform to allow communication with fellow workers striving for a work-life balance</li> </ul>	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>Employment of people with disabilities                             <ul style="list-style-type: none"> <li>Percentage of employees with disabilities: 2.40%</li> <li>Counselor for people with disabilities: 100</li> <li>In-house job coach: 14</li> </ul> </li> <li>Promote managers understanding by awareness raising activities</li> <li>Promotion of active participation of female employees                             <ul style="list-style-type: none"> <li>Percentage of female managers: 25.0%</li> </ul> </li> <li>Continue to encourage participation in career development training to support growth</li> <li>Draft guidelines on workstyles for persons working reduced hours (salespersons) and announce in-house</li> <li>Update the "Workstyle Reform Portal" on the Intranet as a platform for communication with fellow workers striving for a work-life balance</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Continue to implement mental health training for assistant store managers and newly-appointed managers</li> <li>Continue to disseminate information on preventing workplace accidents in advance. Reduce number of accidents in comparison with the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Implemented mental health training for assistant store managers and newly-appointed managers</li> <li>Continued to disseminate information on preventing workplace accidents in advance through the safety and health committees                             <ul style="list-style-type: none"> <li>Number of workplace accidents: 108 (78% of previous fiscal year)</li> <li>Number of commuting accidents: 26 (43% of previous fiscal year)</li> </ul> </li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Continue to implement mental health training for assistant store managers and newly-appointed managers</li> <li>Continue to disseminate information on preventing workplace accidents in advance. Reduce number of accidents in comparison with the previous fiscal year</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		8,900
	Male	6,504
	Female	2,396
Part-time staff*2		2,753
	Male	1,191
	Female	1,562
Number of employees (full-time employees + part-time staff)		11,653
	Male	7,695
	Female	3,958
New graduate employees hired		277
	Male	180
	Female	97
Mid-career employees hired		42
	Male	33
	Female	9

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	9 years 0 month	9 years 10 months	10 years 8 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	316 (16, 2)	316 (20, 5)	341 (23, 1)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	8 (4, 0)	8 (3, 0)	5 (2, 0)
Number of volunteer leave recipients	0	7	0
Number of female managers (percentage)*4	247 (26.2%)	213 (21.7%)	211 (21.7%)
	Section manager	240 (29.4%)	206 (24.7%)
	Division manager	7 (5.4%)	7 (4.7%)
	Corporate officer*5	4 (13.3%)	4 (16.0%)
Percentage of employees with disabilities*6	2.30%	2.38%	2.35%
Percentage of paid leave taken by full-time employees	80.1%	74.4%	55.1%
Frequency rate of workplace accidents	0.53	0.54	0.72
Severity rate of workplace accidents	0.03	0.01	0.02

\*1 The figure includes 108 persons reemployed after mandatory retirement.

\*2 Monthly average, with 8 hours/day counted as one employee. Including 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 section managers or higher positions, excluding corporate officers.

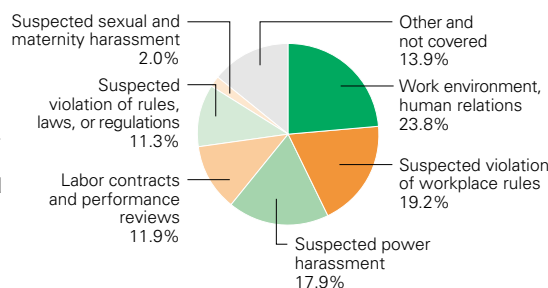
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

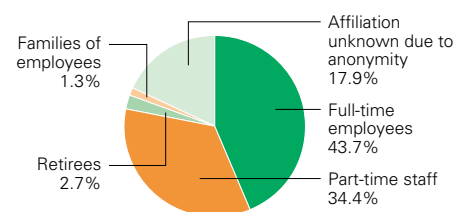
## Data from Helpline for Employees

We have disseminated information about the internal whistleblowing system to all employees through awareness surveys regarding the workplace environment and committees held at each district office. It is a system that aims to prevent violations, facilitate early detection and remediation, and avoid recurrence, while facilitating risk management and legal compliance as a company through the provision of appropriate responses. Training that aimed at preventing harassment was held specifically for executives and upper management employees in FY2020. This is complemented by awareness raising efforts to allow all employees to acquire knowledge and foster awareness using e-learning.

### Breakdown of reports by category for FY2020 Reports received: 151 (down 18.8% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> <li>Reduce the use of plastic by 800 t annually by using paper containers for a part of chilled boxed lunches</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the use of plastic by 800 t annually by using paper containers for a portion of chilled boxed lunches</li> <li>Removed the middle plate in the container with a middle plate that are being used for box lunches and reduced plastic usage by 326 t annually</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Thinning of the layer of packaging film on hand-rolled rice balls, conversion of band-wrap film of lunch boxes to recycled PET bottles, and change of sandwich packaging, to help reduce petroleum-derived plastic usage by 1,000 t annually</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Expanding services as a form of social infrastructure				
	<ul style="list-style-type: none"> <li>Participation in local communities Enter into community revitalization comprehensive alliance agreement that will lead to revitalization of local communities and enhancement of resident services and reinforce collaboration with local government agencies. Use store infrastructure to undertake programs, such as support for the elderly and childcare and support for culture, art, and sports activities, and so on, to promote measures through core business Number of local governments with which new agreements will be concluded: 1 (total of 58 local governments)</li> </ul>	<ul style="list-style-type: none"> <li>New agreements with Ryugasaki City, Ibaraki Prefecture (total of 58 local governments)</li> </ul>	○	<ul style="list-style-type: none"> <li>Participation in local communities Number of local governments with which new agreements will be concluded: 3 (total of 61 local governments)</li> </ul>
Measures to support the elderly				
	<ul style="list-style-type: none"> <li>Training dementia supporters Train dementia supporters by conducting training courses taught by in-house instructors and courses in collaboration with local communities such as regional comprehensive support centers. The target is for all employees to take these courses</li> </ul>	<ul style="list-style-type: none"> <li>Due to effects of the COVID-19 pandemic, only 448 persons took courses (34.6% of the 1,295 persons who took courses in the previous fiscal year). The total number of course takers reached 10,150 (accounting for 32.2% of all employees)</li> </ul>	×	<ul style="list-style-type: none"> <li>Number of training course takers: 2,640 Total number of course takers: 12,000 (accounting for 38.1% of all employees)</li> </ul>
Child-rearing support activities				
	<ul style="list-style-type: none"> <li>Maternal and child care counseling service Free child care counseling by midwives and healthcare nurses organized 5,500 times/year at 107 stores. Respond to 220,000 inquiries, the same as in FY2020</li> </ul>	<ul style="list-style-type: none"> <li>Free child care counseling organized 4,227 times/year at 105 stores Responded to 110,000 inquiries (down 50% compared to the previous year) *As a result of the declaration of state of emergency in response to the spread of COVID-19, maternal and child care counseling services were suspended at 78 stores from April to June 2020</li> </ul>	—	<ul style="list-style-type: none"> <li>Free child care counseling organized 5,400 times/year at 105 stores. Respond to 220,000 inquiries, the same as in FY2020</li> </ul>
For greater shopping convenience				
	—	—		<ul style="list-style-type: none"> <li>Online supermarket delivery business Achieve "always available and ready for pickup" · Expansion of pickup sites Enable pickup at all 109 stores with online supermarkets · Installation of three-temperature lockers Add 5 new sites to the 13 existing sites (7-Eleven 3 stores, nursery school 1, and Ito-Yokado 1 store)  · Installation of pick-up lockers at 7-Eleven stores Testing at 5 stores is scheduled to start in August 2021  · Expansion of pickup methods Implement non-contact delivery services at all 109 stores Conduct trials at the Nishinippori online supermarket of a drop-off service that does not require customers to be at home and expand to 8 stores in FY2021  · Launch a regular delivery service that does not require customers to be at home Testing at the Nishinippori online supermarket started in July 2021 and implementing stores will be expanded in FY2022  · Total number of users of the online supermarket delivery service (UU): 190,000 (170,000 in FY2019)</li> </ul>



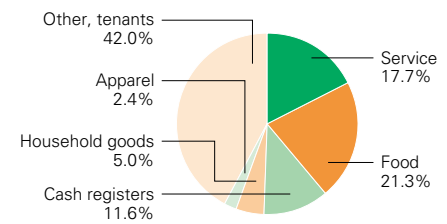
For greater shopping convenience			
	<ul style="list-style-type: none"> <li>Launch the Tokushimaru mobile supermarket (mobile sales trucks) Support provided to citizens not covered by online shopping and online supermarket, fulfilling the function as community lifeline Planned business start: 26 trucks from 25 stores</li> </ul>	<ul style="list-style-type: none"> <li>Business was steadily launched in response to the need for non-contact services during the COVID-19 pandemic. Watch-over activities were also conducted in some areas from the perspective of strengthening collaboration with local communities Business start: 27 trucks from 25 stores</li> </ul>	<ul style="list-style-type: none"> <li>Provide a place to shop for elderly people who have difficulty doing their daily shopping. Also, provide safe and secure shopping methods that avoid the three Cs (closed spaces, crowded places, close contact) as a preventive measure against COVID-19. Since shopping can be done face-to-face, it will also perform a watch-over function and seeks to build community networks. The number of sole proprietors will be increased to continue business. Planned business start: 48 trucks from 48 stores (Total number of 76 trucks from 73 stores) The number of sole proprietors: Increase by 6 (Total number of 12)</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Support

The number of inquiries received from customers increased slightly, up 1% from the previous fiscal year, due in part to inquiries regarding countermeasures against COVID-19. However, customer complaints regarding service, which accounted for roughly 21% of inquiries in the previous fiscal year, decreased to about 18% (down 20%). To address customer dissatisfaction, we will analyze the causes of complaints and take steps to prevent reoccurrence.

Breakdown of inquiries by category for FY2020  
Inquiries received: 45,035  
(up 1.3% from the previous fiscal year)



Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Number of complaints regarding food items: 20% decrease over previous fiscal year</li> <li>Reduce freshness problems regarding vegetables &amp; fruits</li> </ul>	<ul style="list-style-type: none"> <li>9,605 (1% increase over previous fiscal year)</li> <li>Occurrence of freshness problems regarding food items including vegetables &amp; fruits: 6,446 incidents (flat from the previous fiscal year)</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>Since the target for the previous fiscal year was not achieved, the 20% reduction target is the same with FY2020</li> <li>The Vegetables &amp; Fruits Department is set as a focused department, and "fruit" is a focused category to reduce food item freshness problems by 20% from the previous fiscal year</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>Attention to requests and issues pointed out by customers for concrete improvement measures that draw repeat store visits</li> <li>Further promote the visualization of data from customers' opinions and share information with relevant departments</li> <li>Number of complaints regarding customer service: 20% reduction over previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>There were no instances of significant problems</li> <li>Progress was made in the quantization and visualization of data and in results reports</li> <li>Complaints regarding customer service did not decline 20% (overall, service complaints were down 20% from the previous fiscal year)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Promote to implement COVID-19 countermeasures with emphasis</li> <li>Investigation of the use of AI and IoT Preparations for launch in FY2022 (automated conversation programs (chat bots), interactive voice response systems (IVR), etc.)</li> <li>Priority implementation of measures to make improvement regarding complaints about customer service, which have a strong human element</li> <li>Number of complaints regarding customer service: 20% reduction over previous year</li> </ul>
Understanding customer needs				
	—	—	—	<ul style="list-style-type: none"> <li>Expansion of in-store surveys by lifestyle advisors</li> <li>Share opinions gathered from customers through in-store surveys conducted on a weekly basis with relevant departments</li> <li>Expand the number of stores where surveys are conducted to 15 in FY2021 (surveys were conducted in 10 stores in the previous fiscal year)</li> </ul>
Providing products and services that contribute to customer health				
	—	—	—	<ul style="list-style-type: none"> <li>Develop boxed lunches with consideration for health including low-sodium and low-calorie options. Expand sales of such items to 10% of total boxed lunch's sales.</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Communication devices recovered from store closings and transferred stores from York to be distributed to existing stores for efficient use</li> <li>Steadily replace communication device batteries</li> <li>Disaster prevention measures checked throughout the year by store disaster management committees</li> </ul>	<ul style="list-style-type: none"> <li>Redistributed communication devices appropriately in preparation for disasters and based on the environment of each store</li> <li>Replaced expended batteries and switched to new models</li> <li>Disaster management committees confirmed that status of implementation of disaster preparedness measures at each store</li> <li>Head office also confirmed status using meeting minutes</li> </ul>	○	—
Providing support for disasters				
	<ul style="list-style-type: none"> <li>Conclude disaster support agreements with local governments, etc., at store-opening locations where there are no agreements yet</li> <li>Successively review the contents of disaster support agreements concluded in the past</li> </ul>	<ul style="list-style-type: none"> <li>Concluded a material supply agreement with Asaka City, Saitama Prefecture and the Honden Fire Station and a facility supply agreement with Nagareyama City, Chiba Prefecture</li> <li>Reviewed and re-concluded material supply agreements with Warabi City and Toda City in Saitama Prefecture and Nagareyama City and Abiko City in Chiba Prefecture</li> </ul>	○	<ul style="list-style-type: none"> <li>Reinforce collaboration with the internal relevant departments (including the Product Dept., Logistics Office, and Accounting Management Dept.) so that relief materials can be provided quickly in the event of a disaster</li> <li>Steadily review the details of agreements with local governments concluded in the past and ensure that they are effective</li> <li>In addition to concluding agreements, participate in disaster prevention drills, meetings, and so on conducted by local governments and other organizations and reinforce collaboration through exchanges of information</li> </ul>
Implementing crime prevention measures for local communities				
	—	—	—	<ul style="list-style-type: none"> <li>Reinforce collaboration between individual stores and local police stations. Cooperate with regional crime prevention events and other events held by police stations</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Approx. 35,000 fluorescent lighting units replaced with LED at 45 stores</li> <li>Complete installation of power inverters for sales floors air conditioning for stores where possible</li> <li>Delivery distance per store: 155,000 km</li> </ul>	<ul style="list-style-type: none"> <li>Replaced and updated approx. 85,000 lighting units with LEDs at 100 stores</li> <li>Estimated the effects of installing inverters at stores where they are not installed and determined that there are no stores where installation would be effective</li> <li>Installed solar panels at 4 stores including a mega-solar facility at the Ario Ichihara store</li> <li>140,000 km                             <ul style="list-style-type: none"> <li>* Calculate from average number of stores in operation</li> <li>Reduced hanger delivery services from 5 days per week to 4 days per week</li> <li>Consolidated the five-center structure to four centers in September 2020 and reduced average delivery distance. In conjunction with a review of center placement, also reviewed delivery times to stores and reduced the number of vehicles</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> <li>○</li> <li>○</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>Update approx. 68,000 LEDs at 80 stores</li> <li>Switch approx. 3,000 exterior floodlights and mercury lamps to LEDs at 80 stores</li> <li>Install solar panels at 3 stores</li> <li>Delivery distance per store: 135,000 km                             <ul style="list-style-type: none"> <li>Update processed food order and delivery lead times</li> <li>Switch from intensive deliveries before stores open and after they close to effectively use times during the day and reduce delivery vehicles</li> </ul> </li> <li>Conduct a test installation of an AI-controlled system for air conditioning and heat sources at one store</li> <li>Implement RE100 at the Ario Kameari store (the first off-site PPA in Japan)</li> <li>Plan solar carport installation</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Food loss and waste: down by 27.5% from FY2013</li> <li>Food waste recycling rate: 60.0% (Continue recycling at all 157 stores handling food-related products)</li> </ul>	<ul style="list-style-type: none"> <li>Down by 32.7%</li> <li>64.0% (recycling implemented at all 131 stores that handle food-related products)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>Food loss and waste: down by 33% from FY2013</li> <li>Food waste recycling rate: 65.0%</li> <li>Encourage Seven Farms initiatives                             <ul style="list-style-type: none"> <li>Expand acquisition of JGAP and other certification</li> <li>Reduce food losses by using out-of-spec products. Provide processed foods that use sustainable materials (circular agricultural products)</li> <li>Improve food waste recycling rate (FY2020: 64.0%)</li> </ul> </li> </ul>
Promoting a circular economy				
	—	—	—	<ul style="list-style-type: none"> <li>Increase number of the stores with collection boxes permanently installed for food drive activities to 40</li> <li>Promote PET bottle collection (21 t/year by each collection machine)</li> <li>Down collection                             <ul style="list-style-type: none"> <li>Collect down Futons and down jackets at target stores, reuse the collected down products, and promote measures for conversion to products, etc.</li> <li>Number of items collected: 1,300 (up 34% from the previous fiscal year)</li> <li>* 968 items were collected in the previous fiscal year</li> </ul> </li> <li>Umbrella collection                             <ul style="list-style-type: none"> <li>Implement an umbrella replacement campaign where one unnecessary umbrella is collected from customers for each umbrella purchased. Recycle the collected umbrellas and encourage measures to make them into new products</li> <li>Number of items collected: 15,000</li> </ul> </li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Number of employees who take the Eco Test (passing rate): 1,300 (90%)</li> <li>Achieve 100% participation in e-learning to gain understanding of and promote the GREEN CHALLENGE 2050</li> </ul>	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the number of times the Eco Test was administered decreased</li> <li>Number of employees who took Eco Test: 340</li> <li>Number of employees who passed: 149 (passing rate: 43.8%)</li> <li>e-learning participation rate: 99%</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees who pass the Eco Test (passing rate): 1,000 (targeted test takers as of June 2021: 1,194) (90%)</li> <li>Achieve 100% participation in e-learning to gain understanding of and promote the GREEN CHALLENGE 2050</li> </ul>

## Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions <sup>*1*2*3</sup>	t-CO <sub>2</sub>	452,906	414,126	374,997
CO <sub>2</sub> emissions from store operations <sup>*1*3</sup> (Environmental impact index <sup>*4</sup> )	t-CO <sub>2</sub> (t-CO <sub>2</sub> /(Mm <sup>2</sup> × 1,000 h))	428,636 (92)	391,680 (100)	353,469 (110)
CO <sub>2</sub> emissions from delivery vehicles <sup>*1*3</sup>	t-CO <sub>2</sub>	21,454	22,158	21,287
Electricity consumption in store operations <sup>*1</sup>	GWh	745	701	645
Water usage in store operations <sup>*1</sup>	1,000m <sup>3</sup>	6,138	5,842	4,795
Plastic bag usage (turndown rate) at the food section	t (%)	1,012 (72.7)	756 (74.4)	399 (81.7)
Waste disposal	t	125,267	119,172	105,246
Food waste recycling rate	%	55.1	59.5	64.0

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

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

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources (food-related departments)				
	<ul style="list-style-type: none"> <li>Train 50 employees in the first half, focusing chiefly on training and skill acquisition by newly transferred employees in fresh food departments, including those relocated under personnel policy</li> <li>Issue orders to trainees transferred to food freshness departments to undergo 4-month training curriculum consisting of 1 month of training and 3 months of store OJT</li> <li>Skill inspection for priority product groups and manual check conducted in sales floor manager training</li> <li>Develop and conduct training manual under a new standard for sanitation management, in addition to product making manual. Video viewing by all food related employees</li> </ul>	<ul style="list-style-type: none"> <li>Implemented 1 month of intensive training and 3 months of store OJT for 46 employees immediately after transfer to fresh food departments</li> <li>Given a certain level of techniques at the time of assignment led to high satisfaction among transferees and personnel responsible for accepting transferees</li> <li>Produced video manuals, mainly regarding skills in fresh food departments, but production was not completed for all techniques and videos training was not conducted</li> </ul>	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> <li>Conduct “intensive training for employees transferred to fresh food departments” twice annually, in the first and second halves, with 40 employees participating each time for a total of 80 employees. Further develop training systems in line with management strategies and personnel policy. Provide training and human resources development with a sense of reassurance for transferees and persons who accept them</li> <li>Produce, organize, and centrally manage training manuals including video manuals and create a cloud-based training system that enables all employees to confirm matters and undergo training whenever needed</li> <li>Manage the new training system using individual IDs and provide training opportunities that allow employees to proceed at their own pace</li> </ul>
Development of human resources (overall)				
	—	—	—	<ul style="list-style-type: none"> <li>Introduce a video service that provides educational content with a focus on business skills, pay a portion of the course fees, encourage employees’ willingness to learn independently, and provide opportunities for learning outside the company</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Conduct education to facilitate proper knowledge and understanding from the perspectives of respect for human rights and diversity and promoting normalization and train employees to act appropriately (Train in human rights awareness for all employees at a new store opening, in addition to level-specific training for new employees and for new managerial appointees)</li> </ul>	<ul style="list-style-type: none"> <li>Number of trainings: 16 times</li> <li>Number of participants in training: 838</li> </ul>	<p>△</p> <p>—</p>	<ul style="list-style-type: none"> <li>Compile a Human Rights Report to facilitate proper knowledge and understanding from the perspectives of respect for human rights and diversity and promoting normalization, disseminate various information, and train employees to act appropriately</li> <li>Train in human rights awareness for all employees at a new store opening, in addition to level-specific training for new employees and for new managerial appointees</li> <li>Percentage of employees with disabilities: 3.18%</li> <li>Assign at least one employment counselor for people with disabilities to each store</li> <li>Encourage the employment of seniors</li> <li>Continue to provide opportunities for active roles by seniors and create environments that facilitate work</li> <li>Encourage the active roles by foreign employees</li> <li>Encourage acceptance of foreign technical intern trainees</li> </ul>

Product development focused on senior citizens				
	<ul style="list-style-type: none"> <li>Reinforce development of waterproof sheets and pajamas and other products with anti-viral, anti-bacterial, and deodorant specifications, which are in high demand from customers during the COVID-19 pandemic</li> <li>Product development aimed at responding to consumer opinions and problems in size, body shape, symptoms, etc., in addition to basic functions needed for the elderly Developed products sales ratio: 30%</li> <li>Enhance the customer recognition of Anshin Support Shops. Promote approaches to nursing care coordinators jointly with manufacturers and propose online sales to customers who have reduced store visits during the COVID-19 pandemic Online sales: 20% increase compared to previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Developed product distribution ratio: 24%</li> <li>Online sales: 16% increase compared to previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Expand the lineup of anti-viral and anti-bacterial products in response to the risk of severe disease from COVID-19 among the elderly. Promote the development of private-brand products with anti-viral, anti-bacterial, and anti-microbial specifications such as socks, bottoms, and canes as well as waterproof sheets and pajamas and reinforce the lineup with national brand and other products</li> <li>Product development aimed at responding to consumer opinions and problems in size, body shape, symptoms, etc., in addition to basic functions needed for the elderly Developed products sales ratio: 25%</li> </ul>	
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Reduce the number of serious work accidents resulting in 4 or more days of work missed by 10% compared to the previous year</li> <li>Continue harassment training and awareness training toward violators of work regulations</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>7% reduction compared to the previous fiscal year (94 incidents); the total number of work accidents was up 5% compared to the previous year (523 incidents)</li> <li>Harassment training was not conducted due to COVID-19, training for violators of work regulations was conducted in August 2020</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the total number of work accidents by 10% and number of serious work accidents resulting in 4 or more days of work missed by 10% compared to the previous fiscal year</li> <li>Conduct harassment training by changing the format and continuously implement awareness training for violators of work regulations</li> <li>Reduce annual working hours Total working hours by management employees: No more than 2,000</li> <li>Reduce overtime hours Violations of Japanese Labor Standards Act Article 36: Zero</li> <li>Review details of discussions by store safety and health committees</li> </ul>	
Development of ideal working environment				
	—	—	—	<ul style="list-style-type: none"> <li>Promote knowledge and information concerning family care by holding periodic seminars and other means and expand consultation desks</li> <li>3-year retention rate of employees hired as recent graduates The retention rate for employees hired in FY2018 is 82.2%, a high level compared to other industries and the retail industry average, so make ongoing efforts to increase the retention rate even further</li> </ul>
Supporting Active Roles for Women				
	—	—	—	<ul style="list-style-type: none"> <li>Supporting active roles for women Conduct bottom-up support for female management employees to increase the percentages of female management employees on the section manager level to 15.0% (currently 14.1%) and the team leader level to 32.0% (currently 31.7%)</li> <li>The percentage of male employees taking childcare leave is at 33% and has been decreasing year by year, so initially seek a 50% with an ultimate target rate of 100%</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Strengthening Enactment of Business Partner Action Guidelines				
	—	—	—	<ul style="list-style-type: none"> <li>Building sustainable supply chains Request that suppliers gain an understanding of the Seven &amp; i Group Business Partner Sustainable Action Guidelines and cooperate with CSR audits CSR audits: Eliminate factories with D and E ratings and increase the percentages of factories with A, B, and C ratings</li> </ul>
Solving social issues through our business				
	—	—	—	<ul style="list-style-type: none"> <li>Create new value using store infrastructure (setting up COVID-19 vaccination sites and My Number Card, or personal ID card in Japan, promotion booths)</li> <li>Develop ethical products</li> </ul>
Sustainable procurement of raw materials				
	—	—	—	<ul style="list-style-type: none"> <li>Expand development of organic produce in the lineup of Traceable Vegetables with a Face of the Producer                             <ul style="list-style-type: none"> <li>· 34 items in FY2020 plus 50 items in FY2021</li> <li>· Increase stores with organic produce sections from about 30 to 80 by December 2021</li> </ul> </li> <li>Raise the use rate of raw materials ensured to be sustainable by expanding livestock products with JGAP certification (June 2021: Hokkoku-yongenton pork; September: Magokoro-tamago eggs; November: Tochigi Haga-gyu beef, Tokachi herb-gyu beef, Osyan-ton pork)</li> <li>Raise the use rate of raw materials ensured to be sustainable by expanding handing of in-store processed foods (sushi and deli) by using fisheries products with MEL certification (May 2021: sweetfish; June: silver salmon; July: summer yellowtail; September: fresh autumn salmon; December: oyster)</li> <li>Acquire MSC and ASC CoC certification (October 2021)</li> <li>Expand the lineup of products that use recycled PET material (develop successor products to Seven Premium Body Cooler, dress shirts, and eco-umbrellas)</li> <li>Expand the lineup of environmentally-conscious products, such as recycled down, organic cotton, and water-saving bottoms, and sell products that use RENU recycled polyester material (December 2021: Good Fit Pants)</li> </ul>

## Social Contribution Activities

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Social contribution activity expenditures				
	—	—	—	<ul style="list-style-type: none"> <li>Contribute to regional development and the creation of enriching living environments through business and engage in social contribution that takes into consideration the social and public nature of initiatives such as appropriate donations</li> <li>Social contribution activity expenditures: up 10% from the previous fiscal year</li> <li>* Calculated based on Fiscal 2011 Key Points Regarding the Implementation of Social Contribution Activity Surveys by Japan Business Federation, "Keidanren." However, political contributions are excluded</li> <li>Total amount collected through donation boxes installed at the registers of all stores: 31.5 million yen (up 7% from the previous fiscal year)</li> </ul>

Collaboration with NPOs, NGOs, and other organizations			
—	—	—	<ul style="list-style-type: none"> <li>Use store infrastructure to cooperate with food drives that support the elderly, children, the impoverished, and others. Promote community welfare and reduce food losses through the donation of goods</li> <li>Stores with food drive collection boxes permanently installed: 40</li> </ul>
Support for disaster recovery through Bellmark activities			
—	—	—	<ul style="list-style-type: none"> <li>Continuous implementation of the Tohoku Kakehashi Project since 2011 to support recovery from the Great East Japan Earthquake. In addition to sales of products and support for tourism, continuous implementation of Bellmark collection activities (provision of educational materials used by children in the Tohoku region)</li> <li>Collection target: 3 million points (cumulative total of 18 million points)</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		6,380
	Male	4,533
	Female	1,847
Part-time staff*2		19,330
	Male	3,889
	Female	15,441
Number of employees (full-time employees + part-time staff)		25,710
	Male	8,422
	Female	17,288
New graduate employees hired		175
	Male	92
	Female	83
Mid-career employees hired		24
	Male	12
	Female	12

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	24 years 7 months	23 years 2 months	23 years 5 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	323 (3, 183)	290 (8, 194)	289 (7, 183)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	32 (1, 26)	26 (5, 17)	34 (2, 26)
Number of volunteer leave recipients	4	7	7
Number of female managers (percentage)*4	798 (26.3%)	751 (26.1%)	701 (27.6%)
	Team leader	666 (31.0%)	625 (31.9%)
	Section manager	71 (13.8%)	55 (13.9%)
	Division manager	20 (8.8%)	21 (11.4%)
	Corporate officer*5	1 (4.8%)	3 (13.0%)
Percentage of employees with disabilities*6	2.99%	3.15%	3.19%
Percentage of paid leave taken by full-time employees	26.3%	32.8%	45.1%
Frequency rate of workplace accidents	1.65	1.37	1.53
Severity rate of workplace accidents	0.04	0.03	0.04

\*1 The figure includes 712 persons reemployed after mandatory retirement.

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

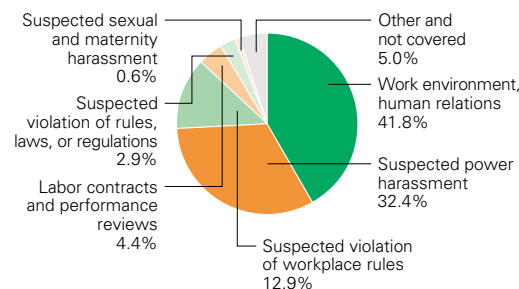
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

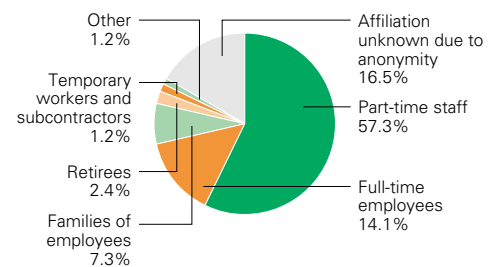
## Data from Helpline for Employees

The number of consultations in FY2020 fell to 95.8% of the FY2019 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 FY2020 Reports received: 340 (down 4.2% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

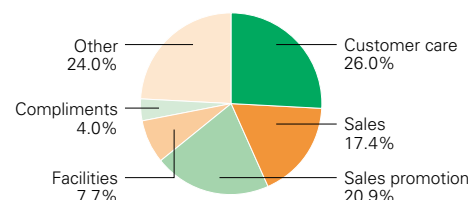
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare, elderly, and others				
	<ul style="list-style-type: none"> <li>Continue blood donation activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of Heartful Saturday blood donors: 297</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue blood donation activities</li> </ul>
Promoting regional development				
	<ul style="list-style-type: none"> <li>Continue to hold Opening Anniversary Festivals at each store (each store holds unique event with local customers in the month they opened)</li> </ul>	<ul style="list-style-type: none"> <li>Continued to hold the festivals at each store</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue to hold Opening Anniversary Festivals at each store</li> </ul>

## 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 store 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 and reliable places to shop.

Breakdown of inquiries by category for FY2020  
Inquiries received: 3,971  
(up 11.8% from the previous fiscal year)



### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Sales for private-brand three-star vegetables/fruits (existing stores): 6% growth year-on-year</li> </ul>	<ul style="list-style-type: none"> <li>Up 2.3% compared to the previous year</li> </ul>	○	<ul style="list-style-type: none"> <li>Sales for private-brand three-star vegetables/fruits (existing stores): 7.4% growth year-on-year</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Expand the number of new stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Number of stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 126</li> </ul>	○	<ul style="list-style-type: none"> <li>Expand the number of new stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.</li> </ul>
Providing support for disasters				
	<ul style="list-style-type: none"> <li>Consider cooperating with local governments who request the conclusion of disaster management agreements, etc.</li> </ul>	<ul style="list-style-type: none"> <li>No new agreements with local governments were signed</li> </ul>	—	<ul style="list-style-type: none"> <li>Consider cooperating with local governments who request the conclusion of disaster management agreements, etc.</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>Response to request for cooperation from police</li> </ul>	<ul style="list-style-type: none"> <li>Cooperated in "Kodomo 110 Ban no Mise" initiative where stores serve as emergency shelters where children can go to for help</li> </ul>	○	<ul style="list-style-type: none"> <li>Cooperate in the "Kodomo 110 Ban no Mise" initiative at new stores</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Electricity consumption (existing stores): 98.0% of previous year</li> <li>Expand the number of stores which newly install the system to remotely support refrigerator and freezer cases: 45 stores</li> </ul>	<ul style="list-style-type: none"> <li>99.0% of previous year</li> <li>45 stores (installed in accumulated total of 146 stores)</li> </ul>	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>Electricity consumption (existing stores): 97.4% of previous year</li> <li>Installation of solar power generation facility: 10 stores (Annual CO<sub>2</sub> reduction of 2,000 t)</li> </ul>



## Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions**1**2**3	t-CO <sub>2</sub>	192,977	192,650	192,766
CO <sub>2</sub> emissions from store operations (per store)**1**3	t-CO <sub>2</sub>	175,576 (787)	174,464 (755)	173,804 (733)
CO <sub>2</sub> emissions from delivery vehicles**1**3	t-CO <sub>2</sub>	17,097	17,868	18,518
Electricity consumption in store operations**1	GWh	338	336	340
Water usage in store operations**4	1,000m <sup>3</sup>	1,097	1,072	1,044
Plastic bag usage (turndown rate) at the food section	t (%)	516 (70.5)	496 (72.6)	337 (82.0)
Waste disposal (recycling rate)**4	t (%)	44,697 (52.2)	52,953 (52.1)	54,572 (55.6)
Food waste recycling rate**4	%	59.8	58.1	60.5

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

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

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>The Training Promotion Department, which integrated the Training Department and Skill Development Department in the Training Promotion Office, promotes level-specific and OJT training</li> <li>Number of employees who successfully pass technical certification (perishables, product displays, customer service): 1,316</li> <li>Number of employees in charge of order placement to undergo training (levels 4 &amp; 5): 542</li> <li>Number of feedback training: 36 times in 6 zones</li> </ul>	<ul style="list-style-type: none"> <li>Cancelled group training during the first half, due to the impact of the COVID-19 pandemic, which also meant that the training program could not be held or the training environment shaped according to the original plan. Developed a new style of training using Web tools and special tailoring to the individual and implemented level-specific training as of the second half</li> <li>Number of employees who passed the test: 1,381 (achievement rate 105%)</li> <li>Number of participants: 947 (achievement rate 175%)</li> <li>Number of trainings: 24 times in 4 zones (achievement rate 67%)</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> <li>○</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>Switch to a flexible training format in line with the "New Normal," boosting organizational capacity through level-specific training, as well as OJT training pertaining to technologies and management</li> <li>Number of employees that successfully pass technical certification: 1,023</li> <li>Number of employees in charge of order placement to undergo training (levels 4 &amp; 5): 453</li> <li>Number of power harassment prevention trainings: 91 times in 7 departments in 14 zones</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Annual number of paid leave days taken (full-time employees): 10 days</li> </ul>	<ul style="list-style-type: none"> <li>Annual number of paid leave days taken (full-time employees): 7.6 days</li> </ul>	×	<ul style="list-style-type: none"> <li>Annual number of paid leave days taken (full-time employees): 10 days</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Promote an executive training curriculum and achieve a percentage of female managers (team leaders) of 28%</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of female managers (team leaders): 26.4%</li> </ul>	×	<ul style="list-style-type: none"> <li>Promote an executive training curriculum and achieve a percentage of female managers (team leaders) of 28%</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Number of workplace accidents per year: Decrease of 20% compared to the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>Compared to the previous fiscal year: Increased by 16%</li> </ul>	×	<ul style="list-style-type: none"> <li>Number of workplace accidents per year: Decrease of 10% compared to the previous fiscal year</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		3,068
	Male	2,595
	Female	473
Part-time staff*2		12,198
	Male	2,167
	Female	10,031
Number of employees (full-time employees + part-time staff)		15,266
	Male	4,762
	Female	10,504
New graduate employees hired		121
	Male	70
	Female	51
Mid-career employees hired		0
	Male	0
	Female	0

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	14 years 8 months	14 years 8 months	15 years 0 month
Number of full-time employees who took childcare leave (males, part-time staff)*3	185 (0, 161)	196 (0, 170)	205 (0, 177)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	4 (0, 4)	5 (0, 5)	6 (0, 6)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	601 (25.3%)	604 (25.4%)	614 (24.9%)
	Team leader	395 (26.1%)	381 (25.3%)
	Section manager	191 (34.6%)	207 (36.4%)
	Division manager	15 (4.9%)	16 (5.3%)
	Corporate officer*5	3 (10.3%)	2 (6.9%)
Percentage of employees with disabilities*6	2.97%	3.10%	3.12%
Percentage of paid leave taken by full-time employees	26.5%	40.0%	50.0%
Frequency rate of workplace accidents	3.33	3.58	3.40
Severity rate of workplace accidents	0.01	0.01	0.01

\*1 The figure includes 258 persons reemployed after mandatory retirement.

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

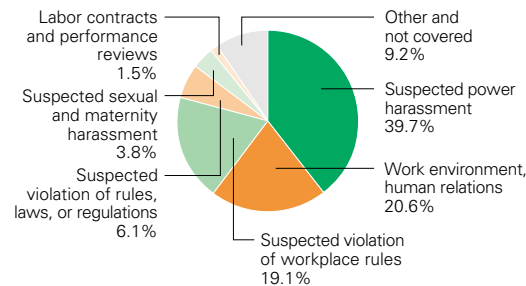
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

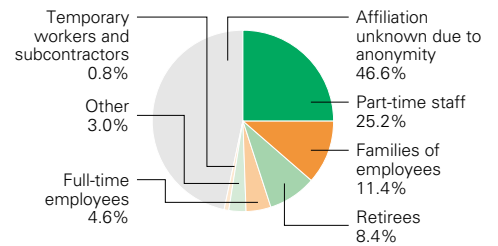
## Data from Helpline for Employees

The service enables employees to receive counseling on workplace issues, request investigations into suspicion of harassment, fraud, etc. Employee suggestions are used to create a better workplace environment.

### Breakdown of reports by category for FY2020 Reports received: 131 (up 9.2% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

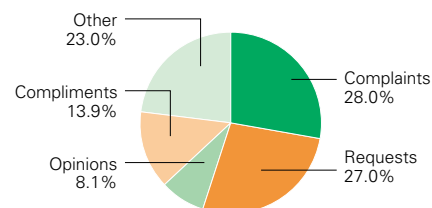
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> <li>Increase users of the child caring program "Re-challenge Plan" to reduce resignations</li> <li>Disseminate information about the "Re-challenge Plan" via the internal newsletter featuring the experience of its program users</li> <li>Continue to hold orientations for employees returning to work after childcare leave, and identify the challenges for the further improvement of the program</li> </ul>	<ul style="list-style-type: none"> <li>Users of "Re-challenge Plan" remained flat after 1 user quit their job</li> <li>No articles were published in the internal newsletter. Unable to disseminate information about the program</li> <li>Cancelled orientations due to the COVID-19 pandemic. In January and May, individualized communication training was held for employees with young children. Also, individuals on childcare leave received an update of happenings at the company by post every two months</li> </ul>	<p>○</p> <p>×</p> <p>△</p>	<ul style="list-style-type: none"> <li>Increase users of the child caring program "Re-challenge Plan" to reduce resignations</li> <li>Disseminate information about the "Re-challenge Plan" via the internal newsletter featuring the experience of program users</li> <li>Hold orientation for employees returning to work after childcare leave either in person or online</li> </ul>
Promoting regional development				
	<ul style="list-style-type: none"> <li>Study cooperation with elementary and junior high school students (workplace tours, work experience and distribution of CSR leaflets)</li> <li>Train a total of 2,800 people to care for dementia patients</li> </ul>	<ul style="list-style-type: none"> <li>Cancelled observation tours for elementary and junior high school students due to the COVID-19 pandemic. Teachers, however, were allowed to visit. Distributed CSR leaflets</li> <li>Postponed training courses due to the COVID-19 pandemic</li> </ul>	<p>△</p> <p>×</p>	<ul style="list-style-type: none"> <li>Hold observation tours for teachers and provide CSR leaflets proactively</li> <li>Implement small-scale courses/e-learning courses on training people to care for dementia patients</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Support

A total of 8,821 inquiries were received in FY2020, up 8% from the previous fiscal year (2,713 calls via the toll-free phone number and 6,108 to stores). An increased number of inquiries regarding countermeasures against COVID-19 have also been 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 FY2020 Inquiries received: 8,821 (up 8% from the previous fiscal year)



Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Hold training using actual examples from store surveys in date management, accurate production location, history displays, etc. of products via store supervisors' meetings</li> <li>Communication fostered at stores between Head Office quality control staff and compliance team members to boost quality control systems</li> <li>Check on operations of sanitation equipment (Purester water: weakly acidic electrolysis water) on store inspection tours</li> </ul>	<ul style="list-style-type: none"> <li>Bolstered confirmation system pertaining to quality and safety control between sales business department employees and store supervisors</li> <li>Limited to online conferences since small-group meetings consisting of team members from roughly 5 stores located nearby were rendered impossible by the COVID-19 pandemic</li> <li>Checked user status every other month through an outsourced partner to maintain operations properly. Head Office quality control staff explained how to utilize the equipment during store interviews</li> </ul>	<p>△</p> <p>×</p> <p>○</p>	<ul style="list-style-type: none"> <li>Boost training on date management, accurate production location, history displays, etc. by way of HACCP by enhancing training pertaining to quality control at monthly store supervisor meetings</li> <li>Hold meetings twice annually between Head Office quality control staff and HACCP team members at all stores</li> <li>Check on operations of sanitation equipment on inspection tours of all stores in the old Tokyo metropolitan area</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Upgrade the sitting areas named "Fureai Corner" at renovated stores</li> <li>Continue use of anti-slip ceramic tiles as store flooring material (2 new stores)</li> </ul>	<ul style="list-style-type: none"> <li>Closed or scaled down the special areas to help prevent the spread of the infection</li> <li>Set up at 2 new stores</li> <li>Installed sensor-operated automatic sanitizer pumps in all stores</li> <li>Installed partitions at cash registers and service counters in all stores</li> <li>Set up thermometer systems with camera (1 new store)</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Upgrade the sitting areas named "Fureai Corner" at renovated stores in consideration of the spread of COVID-19</li> <li>Continue use of anti-slip ceramic tiles as store flooring material (1 new stores)</li> </ul>
Providing appropriate information				
	<ul style="list-style-type: none"> <li>Issues found in store audit results shared with the sales business department every week for improvement. Transmission of information from business trainers to continue for action by the entire company</li> <li>Continue to provide information related to hygiene management, freshness management, and allergy labeling to stores through web conferences and emails from Head Office quality control staff, and strengthen direct communication through meetings</li> <li>Conduct small-scale food hygiene and labeling training twice a year for roughly 5 nearby stores based on on-site checks</li> </ul>	<ul style="list-style-type: none"> <li>Shared audit results only about once a month, since store audits could not be conducted as planned due to COVID-19 pandemic. Expense audits were implemented, however, and any issues shared with management</li> <li>Facilitated communication through monthly web conference with Head Office quality control staff, weekly emails providing information to stores, and store supervisors' meetings</li> <li>Limited to web conferences since small-group meetings consisting of team members from roughly 5 stores located nearby rendered impossible by the COVID-19 pandemic</li> </ul>	<p>△</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> <li>Issues found in store audit results shared with the sales business department every week for improvement. Transmission of information from business trainers to continue for action by the entire company</li> <li>Continue to provide weekly information related to HACCP, hygiene management, freshness management, and allergy labeling to stores by emails, and strengthen direct communication through meetings</li> <li>Conduct food hygiene and labeling training 5 times a year via e-learning</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>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</li> <li>Share customers' opinions among management and store employees for better store management</li> </ul>	<ul style="list-style-type: none"> <li>Upon checking all of the thousands of customer suggestions received each year, shared important opinions with management and store employees, and addressed accordingly</li> <li>Collected many customers' opinions and concerns about our countermeasures against COVID-19 over the course of the year, and shared their insecurities or complaints</li> </ul>	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> <li>Continue to maintain the system of garnering customers' opinion. Gather key opinions weekly to share with both management and store employees and maintain the system to promptly answer to customers' requests as well as any complaints</li> <li>Address customer opinions regarding countermeasures against COVID-19, ensuring that stores can provide an environment where customers are able to shop with confidence</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> <li>Utilize BEMS</li> </ul>	<ul style="list-style-type: none"> <li>Expanded to include 98 out of 100 stores</li> </ul>	○	<ul style="list-style-type: none"> <li>Set up at all store locations including new ones</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Continue to introduce reach-in multi-level refrigerated cases (3 stores)</li> <li>Install solar power generation facility (2 stores)</li> <li>Install LED lighting to replace existing fluorescent lighting (5 stores)</li> </ul>	<ul style="list-style-type: none"> <li>Installation of reach-in cases (3 stores)</li> <li>Solar power generation facility (2 stores)</li> <li>Installation of LED lighting (7 stores)</li> </ul>	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Introduce reach-in multi-level refrigerated cases: 1 store</li> <li>Install solar power generation facility: 4 stores</li> <li>Install air conditioning and heating control systems using AI: 1 store</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Food waste recycling rate: 64.8%</li> <li>Plastic bag turn-down rate: 70.0% Plastic bag usage weight: decreased by 15% from previous year</li> </ul>	<ul style="list-style-type: none"> <li>Food waste recycling rate: 59.2% (companywide), 68.2% (existing stores)</li> <li>Charges apply to plastic bags at all stores as of April 11</li> <li>Plastic bag turn-down rate: 78.9%</li> <li>Plastic bag usage weight: down by 59.7% from previous year</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Food waste recycling rate: 60% (companywide)</li> <li>Plastic bag turn-down rate: 82.0%</li> <li>Plastic bag usage weight: down by 15% from previous year</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Number of employees who pass the Eco Test: 30</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees who passed the Eco Test: 21</li> </ul>	△	<ul style="list-style-type: none"> <li>Number of employees who pass the Eco Test: 110</li> </ul>

### Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions**1*2*3	t-CO <sub>2</sub>	56,375	54,891	63,416
CO <sub>2</sub> emissions from store operations (per store)**1*3	t-CO <sub>2</sub>	56,337 (696)	54,852 (660)	63,377 (615)
Electricity consumption in store operations*1	GWh	117	115	136
Water usage in store operations*1	1,000m <sup>3</sup>	513	483	577
Plastic bag turn-down rate at the food section	%	50.6	54.5	78.9
Waste disposal (recycling rate)	t (%)	21,891 (77.9)	20,097 (80.2)	23,978 (72.1)
Food waste recycling rate	%	62.8	64.2	59.2

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

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>Hold communication seminars (anger management coaching) for general managers, zone managers, store managers and managers</li> <li>Conduct Web training and technology training for new employees</li> </ul>	<ul style="list-style-type: none"> <li>Held communications seminars (anger management coaching) 8 times a year for 200 department managers of the meat/fruit and vegetable department</li> <li>Held training on how to be a working person, as well as technical training as Group training for new employees</li> </ul>	<p>△</p> <p>○</p>	<ul style="list-style-type: none"> <li>Develop a remote training environment. Also develop and apply educational content for store managers</li> <li>Develop and apply educational content for new employee</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours</li> </ul>	<ul style="list-style-type: none"> <li>Reduced by 8.3% from the previous fiscal year</li> </ul>	○	<ul style="list-style-type: none"> <li>Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Employees appointed as expert employees: 15</li> <li>Employees appointed as full-time employees: 15</li> <li>Number of females appointed in management roles: 4</li> <li>Percentage of female managers: 25%</li> </ul>	<ul style="list-style-type: none"> <li>Employees appointed as expert employees: 5</li> <li>Employees appointed as full-time employees: 9</li> <li>Female employees appointed in management roles: 2</li> <li>Percentage of female managers: 17.1%</li> </ul>	<p>×</p> <p>×</p> <p>×</p> <p>×</p>	<ul style="list-style-type: none"> <li>Employees appointed as expert employees: 15</li> <li>Employees appointed as full-time employees: 15</li> <li>Number of females appointed in management roles: 4</li> <li>Percentage of female managers: 25%</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Give notification of causes of and responses to workplace accidents and reduce workplace accidents requiring missed workdays</li> </ul>	<ul style="list-style-type: none"> <li>Frequency rate of workplace accidents: 4.11 (the previous fiscal year: 2.46)</li> <li>Severity rate of workplace accidents: 0.10 (the previous fiscal year: 0.06)</li> <li>Number of workdays missed: 1,407 (the previous fiscal year: 730)</li> </ul>	△	<ul style="list-style-type: none"> <li>Give notification of causes of and responses to workplace accidents and reduce workplace accidents requiring missed workdays</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		1,602
	Male	1,254
	Female	348
Part-time staff*2		5,588
	Male	1,378
	Female	4,210
Number of employees (full-time employees + part-time staff)		7,190
	Male	2,632
	Female	4,558
New graduate employees hired		75
	Male	41
	Female	34
Mid-career employees hired		4
	Male	3
	Female	1

	FY2018	FY2019	FY2020	
Average length of service (full-time employees)	15 years 11 months	15 years 7 months	15 years 1 month	
Number of full-time employees who took childcare leave (males, part-time staff)*3	51 (0, 23)	41 (0, 23)	40 (0, 27)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	2 (0, 2)	0 (0, 0)	1 (1, 0)	
Number of volunteer leave recipients	0	2	0	
Number of female managers (percentage)*4	218 (24.8%)	213 (24.7%)	226 (21.5%)	
	Team leader	172 (28.7%)	169 (28.7%)	167 (24.6%)
	Section manager	38 (23.0%)	36 (22.9%)	50 (23.0%)
	Division manager	8 (7.0%)	8 (6.7%)	9 (6.2%)
	Corporate officer*5	1 (6.7%)	2 (11.1%)	2 (10.5%)
Percentage of employees with disabilities*6	2.22%	2.30%	2.04%	
Percentage of paid leave taken by full-time employees	20.9%	34.6%	36.9%	
Frequency rate of workplace accidents	4.61	2.46	4.11	
Severity rate of workplace accidents	0.09	0.06	0.10	

\*1 The figure includes 93 persons reemployed after mandatory retirement.

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

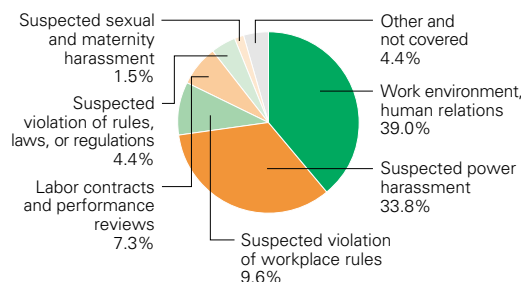
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

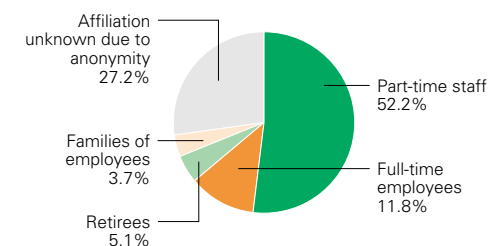
## Data from Helpline for Employees

Many reports have been received about problems arising from daily communication. As a countermeasure, we hold training for store supervisors with outsourced lecturers, as well as training on harassment for department managers. We are also striving to improve the work environment.

### Breakdown of reports by category for FY2020 Reports received: 136 (up 19.3% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

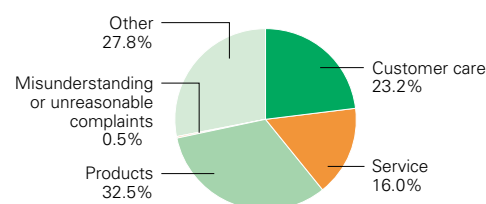
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderly				
	<ul style="list-style-type: none"> <li>Continue to introduce Pre-Mama Stations and Counters, and hold parent-child participation events, maternity classes, and lectures for customers in collaboration with business partners</li> <li>Newly foster specialty sales personnel to support customers Shoe fitters: 10 Formal-wear advisors: 10 Shopping supporters for the elderly and people with disabilities: 15</li> <li>Increase dementia supporters, with a focus on new employees (cumulative total objective: 5,300)</li> <li>Children's shoes donation: cumulative total of 1 million pairs (since 2009)</li> <li>Continue cooperation with businesses that train guide dogs</li> </ul>	<ul style="list-style-type: none"> <li>Responded to individual consultations but group-format events and classes were suspended as a countermeasure for COVID-19</li> <li>Shoe fitters: 6 *Off-site training was suspended meaning the number of formal-wear advisors, and shopping supporters for the elderly and people with disabilities was 0</li> <li>116 persons participated in the dementia supporter training session *A cumulative total of 5,124 persons due to voluntary suspension of group training under the COVID-19 pandemic</li> <li>Cumulative total of 1,009,243 pairs (57,848 pairs for the fiscal year)</li> <li>Donations for drive guide dog training bodies (donations newly using SEVEN MILE): 2,150,000 yen (cumulative total donations 676,520,000 yen)</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>×</li> <li>×</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Continue to introduce Pre-Mama Stations and Counters, and hold parent-child participation events, maternity classes, and lectures for customers in collaboration with business partners</li> <li>Newly foster specialty sales personnel to support customers Shopping supporters for the elderly and people with disabilities: 10 Dementia supporters: 174 (cumulative total: 5,300)</li> <li>Implementation of some off-site training is pending due to the COVID-19 pandemic</li> <li>Continue children's shoe donations (8 stores), cumulative total objective of 1,060,000 pairs</li> <li>Continue cooperation with businesses that train guide dogs</li> </ul>
Promoting regional development				
	<ul style="list-style-type: none"> <li>Strengthen initiatives in collaboration with governments, such as Comprehensive Economic Partnerships concluded with local governments</li> <li>Establish early voting stations and make announcements for each election to improve convenience and turnout</li> <li>Enhance promotion of local production and local consumption, such as by introducing mid-year gifts and year-end gifts for local products at each store</li> <li>Continue to clean the areas around stores, beautify the environment, and promote rooftop green spaces</li> <li>Implement events in collaboration with local communities (governments, schools, companies, NPOs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborated with Toshima-ku, Tokyo to implement initiatives by store including regular events in support of childrearing</li> <li>Established early voting stations in Ikebukuro main store for the Tokyo Metropolitan Assembly elections</li> <li>Held an online local products fair in addition to carrying leaflets to introduce regional specialty products in mid-year gifts and year-end gifts</li> <li>Launched the "City Oasis" on the roof of Ikebukuro main store, in addition to implementing monthly cleanup drives for the areas around each store</li> <li>Held events in collaboration with local communities at each store, including a campaign for using public transportation at the Fukui store and a kid's academy at the Chiba store</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen initiatives in collaboration with governments</li> <li>Establish early voting stations and make announcements for each election to improve convenience and turnout</li> <li>Enhance promotion of local production and local consumption</li> <li>Continue to clean the areas around stores, beautify the environment, and promote rooftop green spaces</li> <li>Implement events in collaboration with local communities (governments, schools, companies, NPOs, etc.)</li> </ul>

## Providing Safety and Reliability through Products and Stores

### Data from Customer Support

We continued to share internally the customers' opinions and requests sent to the customer support 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, and are reflecting these in our business policies. In FY2020, we fielded many comments and inquiries relating to COVID-19 measures and store closures, with a large increase in the number of cases fielded over the previous fiscal year. In the future, stores and Head Office will collaborate to provide products and services required by customers and to work on improving and maintaining customer satisfaction.

Breakdown of inquiries by category for FY2020  
Inquiries received: 17,908  
(up 26.6% from the previous fiscal year)



Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Continue to improve hygiene management knowledge for store employees</li> <li>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</li> <li>Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories</li> <li>Continue level-specific training to improve store employee skills</li> </ul>	<ul style="list-style-type: none"> <li>443 persons took the e-learning to cater to compulsory HACCP accompanying the revision to the Food Sanitation Act</li> <li>Held Product Quality Management Committees at each store and implemented improvements and verification of issues pertaining to food sanitation under the guidance of dedicated food sanitation staff stationed at each store</li> <li>Sample verification tests of baby apparel and seasonal goods implemented by specialized institutions on 12 occasions</li> <li>Implemented level-specific non-face-to-face webinar training and e-learning sessions on 10 occasions</li> </ul>	<p>○</p> <p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Continue initiatives to improve hygiene management knowledge including HACCP</li> <li>Clearly identify issues pertaining to food sanitation at each store and continue the PDCA activities for the Store Product Quality Management Committee and the support by dedicated food sanitation staff</li> <li>Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories</li> <li>Continue webinar training and e-learning to improve employee skills</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Continue inspections of stores and equipment from a universal design perspective</li> </ul>	<ul style="list-style-type: none"> <li>Verified restroom layouts and reflect them in renovations (142,000,000 yen renovations of Yokohama store toilets, 54,000,000 yen renovations of Chiba store parking lot toilets)</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>Continue inspections of stores and equipment from a universal design perspective</li> </ul>
Providing appropriate information				
	<ul style="list-style-type: none"> <li>Cooperate with specialized institution to check and inspect labeling of sales areas. Continue to implement appropriate labeling and information disclosure (implement periodic inspections at least twice a year at all stores)</li> </ul>	<ul style="list-style-type: none"> <li>Cooperated with specialized institution to inspect labelling at all stores at least twice for food sections and large-scale product events</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>Cooperate with specialized institution to check and inspect labeling of sales areas. Continue to implement appropriate labeling and information disclosure</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>Sincerely listen to customers' opinions and requests and get stores and Head Office to work together to resolve problem so as to promote further improvement in customer service awareness among employees</li> <li>Reduce the number of complaints from customers: Below 2,450</li> </ul>	<ul style="list-style-type: none"> <li>Sent out a weekly <i>Attentive Service newsletter</i> leveraging customers' opinions from Head Office to each store, and committed efforts to resolving complaints and improving customer service awareness</li> <li>There was an increase in complaints pertaining to COVID-19 measures with 3,842 cases</li> </ul>	<p>○</p> <p>×</p>	<ul style="list-style-type: none"> <li>Continue to speedily respond to customers' opinions received at stores or online</li> <li>Reduce the number of complaints from customers: Below 2,100</li> </ul>
Providing support for disasters				
	<ul style="list-style-type: none"> <li>Continue implementation of disaster prevention education and training in collaboration with the government as part of employee education</li> <li>Implement efforts with fire departments and governments to improve disaster prevention capabilities in collaboration with local businesses</li> <li>Actively participate in various training sessions and initiatives as a representative of local businesses to strengthen cooperation with government officials</li> </ul>	<ul style="list-style-type: none"> <li>Conducted disaster prevention training and education at all stores together in Disaster Prevention and Volunteer Week, Fire Prevention Week, etc. *Conducted after deliberations with government agencies and local fire stations to prevent COVID-19 infections</li> <li>The Council to Address People Experiencing Difficulty Getting Homes and Council to Address Overcrowding Around Train Stations in partnership with government agencies and local businesses were not held due to the impact of the COVID-19 pandemic</li> <li>Local disaster prevention training sessions in partnership with local fire stations and local businesses were not held due to the impact of the COVID-19 pandemic</li> </ul>	<p>○</p> <p>×</p> <p>×</p>	<ul style="list-style-type: none"> <li>Continue implementation of disaster prevention education and training in collaboration with the government as part of employee education</li> <li>Implement efforts with fire departments and governments to improve disaster prevention capabilities in collaboration with local businesses</li> <li>Actively participate in various training sessions and initiatives as a representative of local businesses to strengthen cooperation with government officials *Government agencies, local fire stations, and local businesses to decide on whether or not the Council to Address People Experiencing Difficulty Getting Homes and Council to Address Overcrowding Around Train Stations, and local disaster prevention training sessions can be held</li> </ul>
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>Strengthen communication with the police officials in collaboration with local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Participated in crime-prevention patrol in partnership with local businesses and police officials</li> <li>Participated in police administration as PR liaisons for <i>Tokuboren</i> (Council on the Prevention of Special Violence) (Ikebukuro main store) *Conducted after deliberations with government agencies and local fire stations to prevent COVID-19 infections</li> </ul>	<p>○</p>	<ul style="list-style-type: none"> <li>Strengthen communication with the police officials in collaboration with local businesses *Implement with appropriate measures in place to prevent infections after deliberations with government agencies, local fire stations, and local businesses</li> </ul>



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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> <li>Expand good points (high evaluation) in periodic ISO 14001 audits and continue to maintain 0 deficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Area for minor improvement: 1 case; good points (high evaluation): 7 cases</li> </ul>	△	<ul style="list-style-type: none"> <li>Expand good points (high evaluation) in periodic ISO 14001 audits and continue to maintain 0 deficiencies</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Energy consumption: reduce by 1% compared to previous fiscal year (on an operating store basis)</li> <li>Expand the introduction of LED lighting</li> </ul>	<ul style="list-style-type: none"> <li>16.6% reduction due to voluntary business suspensions, and decrease in operating stores</li> <li>Introduced 7,991 lighting units in 5 stores (investment amount of 278,000,000 yen)</li> </ul>	○	<ul style="list-style-type: none"> <li>Energy consumption: reduce by 2% compared to FY2019 (on an existing store basis)</li> <li>Continue to switch to efficient machinery for obsolete facilities, etc. and introduce LED lighting</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Food waste recycling rate: 73.6% (up 1.0% from the previous fiscal year)</li> <li>Waste recycling rate: 71.0% (up 0.8% from the previous fiscal year)</li> <li>Continue to improve waste recycling rate through more thorough separation of waste</li> </ul>	<ul style="list-style-type: none"> <li>77.8% due to voluntary business suspensions of restaurants</li> <li>71.2%</li> <li>Continue to implement more thorough separation of waste at each store</li> </ul>	○	<ul style="list-style-type: none"> <li>Food waste recycling rate: 74.6% (up 2.0% from FY2019)</li> <li>Waste recycling rate: 72.0% (up 1.8% from FY2019)</li> <li>Continue to improve waste recycling rate through more thorough separation of waste</li> </ul>
Implementing measures to conserve biodiversity				
	<ul style="list-style-type: none"> <li>Strengthening tree planting activities through promotion of green wrapping, reduction in plastic shopping bags, and use of simple packaging and eco-friendly packaging (rate of decrease in shopping bag use: 30%)</li> <li>Number of planted trees: 1,500 trees</li> </ul>	<ul style="list-style-type: none"> <li>Expanded the scope of tree planting donations from reductions in use of plastic bags for groceries to reductions in use of shopping bags throughout buildings (rate of decrease in shopping bag use: 84.1%)</li> <li>1,331 trees (up 101 trees from the previous fiscal year)</li> </ul>	△	<ul style="list-style-type: none"> <li>Support tree planting and cultivation using the SEVEN MILE donations, etc.</li> <li>Number of planted trees: 1,500 trees</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Provide environmental education to all employees</li> <li>Number of employees who pass the Eco Test: 100 (pass rate: 90%)</li> <li>Continue implementation of employee idea competitions that achieve both social contributions and corporate development</li> </ul>	<ul style="list-style-type: none"> <li>Provided environmental education by e-learning</li> <li>72 (pass rate: 92.3%)</li> <li>*Target numbers for Eco Test takers updated accompanying cancellation in the above period</li> <li>Implemented the 4th idea competition (475 entrants, increase by 302 from the previous competition)</li> </ul>	○	<ul style="list-style-type: none"> <li>Provide environmental education to all employees</li> <li>Number of employees who pass the Eco Test: 70 (pass rate: 90%)</li> <li>Implement the CSV Idea Competition and plan prize-giving event</li> </ul>

### Environmental Data

	Unit	FY2018	FY2019	FY2020
Number of stores	Stores	15	15	15
CO <sub>2</sub> emissions <sup>*1*</sup>	t-CO <sub>2</sub>	123,507	116,173	96,947
CO <sub>2</sub> emissions from store operations <sup>*1*</sup>	t-CO <sub>2</sub>	123,062	115,753	96,565
Electricity consumption in store operations <sup>*1</sup>	GWh	221	211	178
Water usage in store operations <sup>*1</sup>	1,000m <sup>3</sup>	1,656	1,583	1,160
Consumption of container and packaging materials	t	1,280	1,281	719
Waste disposal (recycling rate)	t (%)	21,226 (69.6)	21,060 (70.2)	14,129 (71.2)
Food waste recycling rate	%	72.2	72.6	77.8

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

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>Various training seminars: 1,200 new participants</li> <li>Fundamental training using videos (Management support service ClipLine) Required participants: 200 people (120 new employees in 2020, 80 new employees in 2019)</li> <li>GLOBIS All-you-can-learn seminar: 1,000 completed training</li> </ul>	<ul style="list-style-type: none"> <li>1,094</li> <li>Fundamental training using videos (ClipLine) All 200 required participants completed training</li> <li>GLOBIS All-you-can-learn seminar: 894 (Completion rate: 91.3%)</li> </ul>	△	<ul style="list-style-type: none"> <li>New training seminar: 867 participants</li> <li>Fundamental training using videos (ClipLine): 67 new employees</li> <li>GLOBIS All-you-can-learn seminar: 800 completed trainings</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Annual scheduled working hours: 1,867.5 hours (difference from previous fiscal year: reduce by 77.45 hours)</li> <li>Annual statutory holidays: 116 days (difference from previous fiscal year: increase by 2 days)</li> <li>Percentage of annual paid leave taken: 25%</li> <li>Percentage of childcare leave taken by male employees: 35%</li> </ul>	<ul style="list-style-type: none"> <li>1,867.5 hours</li> <li>116 days</li> <li>43.5%</li> <li>12.0% Decrease in employees applying for childcare leave with business suspensions accompanying declaration of state of emergency</li> </ul>	<p>○</p> <p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> <li>Annual total working hours: 1,871.3 hours (average monthly overtime per employee: 6.25 hours)</li> <li>Percentage of annual paid leave taken: 50.0%</li> <li>Percentage of childcare leave taken by male employees: 15.0%</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Encourage promotion of limited store staff in response to diversification in work styles</li> <li>Hire 3 mid-career specialist employees</li> <li>Percentage of female managers (section manager): 20%</li> </ul>	<ul style="list-style-type: none"> <li>Employees appointed: 25</li> <li>Employees hired: 3</li> <li>10.4% (21)</li> </ul>	<p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> <li>Encourage promotion of limited store staff in response to diversification in work styles: 20</li> <li>Percentage of female managers (section manager): 20.0%</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Continue to implement health campaigns that utilize the employee cafeteria and roll out activities that promote health, such as health seminars</li> </ul>	<ul style="list-style-type: none"> <li>Each store continued to implement healthy meal campaigns etc., but health seminars were not held due to impact of voluntary business closures and reduced operating hours</li> </ul>	△	<ul style="list-style-type: none"> <li>Provide healthy meal options at employee cafeterias and implement online mental health training</li> </ul>

### Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees <sup>*1</sup>		2,573
	Male	1,613
	Female	960
Part-time staff <sup>*2</sup>		2,196
	Male	238
	Female	1,958
Number of employees (full-time employees + part-time staff)		4,769
	Male	1,851
	Female	2,918
New graduate employees hired		68
	Male	17
	Female	51
Mid-career employees hired		1
	Male	0
	Female	1

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	22 years 8 months	23 years 0 month	22 years 11 months
Number of full-time employees who took childcare leave (males, part-time staff) <sup>*3</sup>	220 (8, 116)	183 (7, 101)	183 (3, 95)
Number of full-time employees who took nursing care leave (males, part-time staff) <sup>*3</sup>	7 (0, 5)	11 (0, 9)	1 (0, 0)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage) <sup>*4</sup>	366 (33.7%)	327 (35.2%)	230 (33.5%)
	Team leader	269 (59.0%)	188 (62.3%)
	Section manager	39 (13.1%)	35 (13.0%)
	Division manager	25 (10.6%)	21 (12.2%)
	Corporate officer <sup>*5</sup>	2 (8.7%)	2 (8.3%)
Percentage of employees with disabilities <sup>*6</sup>	2.25%	2.22%	2.10%
Percentage of paid leave taken by full-time employees	24.4%	20.8%	36.4%
Frequency rate of workplace accidents	0.33	0.69	0.24
Severity rate of workplace accidents	0.01	0.01	0.00

\*1 The figure includes 164 persons reemployed after mandatory retirement.

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

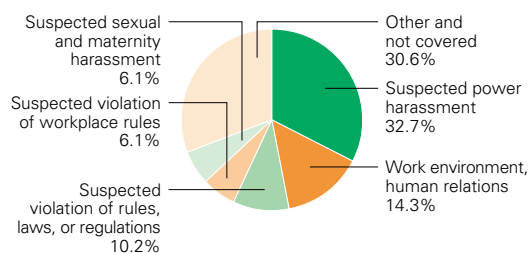
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

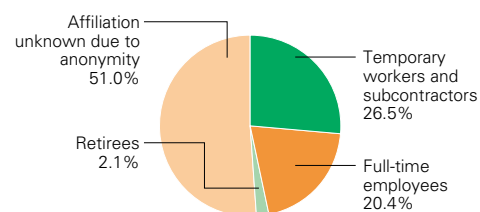
## Data from Helpline for Employees

The number of cases received in FY2020 decreased by approximately 40% compared to the previous year, with more than 50% arising from power harassment or the working environment. However, there was a 50% decrease in the number of cases stemming from power harassment from the previous fiscal year. This result can be considered to be a greatly informed by progress in employee understanding of power harassment due to continuous implementation of compliance training and efforts to improve the working environment. When reports come to light, we first clarify the circumstances as well as the causes and issues and then work on measures to improve and prevent reoccurrence through advice from corporate lawyers and collaboration with the relevant departments. We will continue to conduct regular employee training on compliance and risk management and endeavor to prevent incidents and accidents by fostering a thorough awareness of the issues.

### Breakdown of reports by category for FY2020 Reports received: 49 (down 43.0% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Offering eco-friendly products	<ul style="list-style-type: none"> <li>Strengthen proposals for products with certification symbols, such as Alaska Seafood</li> <li>Strengthen the development of eco-friendly products, using organic and recycled materials</li> </ul>	<ul style="list-style-type: none"> <li>Conducted Alaska Sustainable Seafood fair at each store and listed the products with certification symbols in mid-year gift and winter gift catalogs</li> <li>Introduced t-shirts made from organic cotton and bags made from recycled polyester at stores and online under the title "Project to Give a Little Goodness for the Earth"</li> </ul>	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Continue to propose products with certification symbols such as Alaska Seafood</li> <li>Strengthen the development of eco-friendly products at each store</li> </ul>

# Akachan Honpo Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2021: 117 (including 3 FC stores)

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

### FY2020 Targets/Results and FY2021 Targets

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

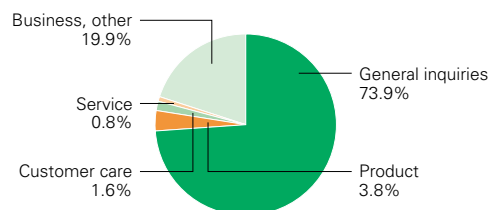
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderlies	<ul style="list-style-type: none"> <li>Aim to place dedicated maternity advisors (maternity advisors who primarily assist with preparations for childbirth) at all stores (other than new stores)</li> </ul>	<ul style="list-style-type: none"> <li>In December 2020, 192 employees acquired qualifications, but six stores did not have advisors</li> </ul>	△	<ul style="list-style-type: none"> <li>Aim to place dedicated maternity advisors (advisors who primarily assist with preparations for childbirth) at all stores (other than new stores)</li> </ul>
Providing support for disasters	<ul style="list-style-type: none"> <li>Respond to any request when made</li> </ul>	<ul style="list-style-type: none"> <li>Collect donations and engage in other activities in collaboration with the Group</li> </ul>	○	<ul style="list-style-type: none"> <li>Provide necessary support in collaboration with the Group</li> </ul>

## 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. Also, there have been changes in customer values and behavior during the COVID-19 pandemic, and rather than following past business and customer response practices, we are thinking about the future, making proposals, and responding to customers.

### Breakdown of inquiries by category for FY2020 Inquiries received: 12,203 (down 24.7% from the previous fiscal year)



**FY2020 Targets/Results and FY2021 Targets**

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Total product return rate: Down at least 20% compared to the previous fiscal year</li> <li>Work to prevent product-related accidents by identifying their root causes and taking countermeasures</li> </ul>	<ul style="list-style-type: none"> <li>Total product return rate: Down 31.2% compared to the previous fiscal year</li> <li>Introduced the Report for Improving Major Defect and started operations to evaluate the degree of improvement through identification of the root causes of product-related accidents and comprehensive reporting on proposed countermeasures</li> </ul>	○	<ul style="list-style-type: none"> <li>Total product return rate: Down at least 10% compared to the previous fiscal year</li> <li>Work to prevent product-related accidents by identifying their root causes and taking countermeasures</li> </ul>
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Proactively set up a space that can be used both for relaxation and as an event venue</li> </ul>	<ul style="list-style-type: none"> <li>Events were cancelled due to the COVID-19 pandemic, and it was not possible to proactively set up spaces</li> </ul>	×	<ul style="list-style-type: none"> <li>Implement anti-bacterial and anti-viral measures at all stores</li> </ul>
Providing appropriate information				
	<ul style="list-style-type: none"> <li>Create detailed materials on the Act against Unjustifiable Premiums and Misleading Representations and release them internally</li> <li>Conduct training (practical measures) for new buyers for product categories related to the Subcontract Act</li> <li>Share CSR activities internally four times a year</li> </ul>	<ul style="list-style-type: none"> <li>Detailed materials on the Act against Unjustifiable Premiums and Misleading Representations could not be created</li> <li>Conducted training for new buyers on abuse of advantageous position, the Subcontract Act, and the Act against Unjustifiable Premiums and Misleading Representations</li> <li>Issued internal newsletters four times during the year and shares information on CSR activities</li> </ul>	△	<ul style="list-style-type: none"> <li>Conducted training for new buyers on abuse of advantageous position, the Subcontract Act, and the Act against Unjustifiable Premiums and Misleading Representations</li> <li>Conduct training on the Subcontract Act for relevant departments</li> <li>Issue internal newsletters four times during the year and share information appropriately</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>The goal is the same as for the previous fiscal year, which is to not exceed the previous fiscal year's results                             <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Number of customer complaints: 282 (down 228, or 45% from the previous fiscal year); PPM* value: 18.8 (down 7.4 from the previous fiscal year); both the number of customer complaints and the PPM value declined                             <ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the number of customers overall decreased, and the number of customer complaints declined in proportion to the number of customers. Also, the PPM value declined, indicating that we were able to curtail customer complaints. In addition, there were 68 instances of praise and thanks (up 8, or 13% from the previous fiscal year). During the COVID-19 pandemic, customer requests have been highly varied, and we have been able to gain customer support by being attentive to customers' feelings and responding appropriately</li> <li>Starting in December 2020, a seasonal festival doll was added to premium benefits and after-sales service was enhanced</li> </ul> </li> </ul>	○	<ul style="list-style-type: none"> <li>Customer complaint target: Same as the previous year—better than the previous year's performance                             <ul style="list-style-type: none"> <li>Share information on customer opinions internally on a weekly and monthly basis and propose improvements in raise issues from the customer's perspective</li> <li>Check social media twice daily, quickly pick up on trends and customer evaluations, and respond accordingly</li> </ul> </li> <li>Continue to develop manuals, establish environments where staff can respond to customers quickly and properly, and respond to customers' feelings</li> <li>Internally share not just customer complaints, but also examples of success including customer praise and thanks to create a culture of mutual admiration and motivation among staff</li> </ul>

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

**Non-Wasteful Usage of Products, Ingredients, and Energy**
**FY2020 Targets/Results and FY2021 Targets**

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Upgrade a gas heat pump air conditioning facility in Lala Garden Tsukuba (approximately 158 tons of CO<sub>2</sub> annually)</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of gas heat pump air conditioning facilities: 3 stores completed (reduction of 84 tons of CO<sub>2</sub> annually)                             <ul style="list-style-type: none"> <li>* AEON Town Kumiya, Lala Garden Tsukuba, Hamamatsu Plaza Store</li> </ul> </li> </ul>	×	<ul style="list-style-type: none"> <li>Gas heat pump air conditioning facilities: Replace at three stores (reduction of approximately 50 tons of CO<sub>2</sub> annually)</li> <li>LED lighting: Replace at 23 stores (reduction of approximately 300 tons of CO<sub>2</sub> annually)</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Plastic bag turndown rate: 8.0% (to June 30)</li> <li>Plastic bag non-purchase rate: 60% (from July 1 to February 28)</li> </ul>	<ul style="list-style-type: none"> <li>Plastic bag turndown rate: 7.6% (to June 30)</li> <li>Plastic bag non-purchase rate: 85.7% (from July 1 to February 28)</li> </ul>	○	<ul style="list-style-type: none"> <li>Plastic bag non-purchase rate: 88%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Proactively raise employee awareness about the environment through internal newsletter (four times a year)/companywide business correspondence (once a month)</li> <li>Continue to carry out collection of empty contact lens cases companywide</li> </ul>	<ul style="list-style-type: none"> <li>Continued to disseminate information on environmental initiatives in internal newsletters (issued four times annually) and determined that monthly business communication is not needed</li> <li>Implemented collection of empty contact lens cases at all stores. Collected 23,000 cases, contributing to a reduction of approximately 60 kg of CO<sub>2</sub></li> </ul>	○	<ul style="list-style-type: none"> <li>Continue to raise employee awareness using internal newsletters (issued four times annually)</li> <li>Raise awareness further by participating in group-linked projects</li> </ul>

## Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions**1**2*3	t-CO <sub>2</sub>	15,822	14,645	13,703
CO <sub>2</sub> emissions from store operations (per store)**1**3	t-CO <sub>2</sub>	15,615 (142)	14,478 (124)	13,529 (116)
Electricity consumption in store operations*1	GWh	29	27	27
Water usage in store operations*1	1,000m <sup>3</sup>	28	20	15
Plastic bag turndown rate	%	5.6	6.1	7.6 (to June 30) 85.7 (from July 1 to February 28)

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

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>Increase the number of sessions recommended for young employees and hold correspondence training twice a year</li> </ul>	<ul style="list-style-type: none"> <li>46 employees underwent correspondence training in FY2020. The number of course takers was lower than in the previous fiscal year, in part due to the COVID-19 pandemic</li> </ul>	×	<ul style="list-style-type: none"> <li>Consolidate twice-annual correspondence training to once annually and facilitate participation by switching to monthly recruiting</li> </ul>
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>Percentage of employees who take leave: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of employees who took leave: 100%</li> </ul>	○	<ul style="list-style-type: none"> <li>Percentage of employees who take leave: 100%</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Keep each employee's monthly overtime below 6 hours</li> </ul>	<ul style="list-style-type: none"> <li>Monthly overtime per person: 3.18 hours</li> </ul>	○	<ul style="list-style-type: none"> <li>Keep each employee's monthly overtime below 6 hours</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Stores without a part-time leader: 0</li> <li>Percentage of female managers (section manager or higher): 30%</li> </ul>	<ul style="list-style-type: none"> <li>Stores without a part-time leader: 6</li> <li>Percentage of female managers (section manager or higher): 23.1%</li> </ul>	×	<ul style="list-style-type: none"> <li>Stores without a part-time leader: 0</li> <li>Percentage of female managers (section manager or higher): 30%</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Number of workplace accidents: Less than 30</li> </ul>	<ul style="list-style-type: none"> <li>Workplace accidents: 23</li> </ul>	○	<ul style="list-style-type: none"> <li>Number of workplace accidents: less than 30</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		972
	Male	542
	Female	430
Part-time staff*2		1,688
	Male	81
	Female	1,607
Number of employees (full-time employees + part-time staff)		2,660
	Male	623
	Female	2,037
New graduate employees hired		96
	Male	51
	Female	45
Mid-career employees hired		11
	Male	6
	Female	5

	FY2018	FY2019	FY2020
Average length of service (full-time employees)	14 years 7 months	14 years 7 months	14 years 2 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	73 (0, 41)	132 (0, 94)	124 (1, 80)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	3 (0, 3)	1 (0, 1)	3 (0, 3)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	189 (34.4%)	200 (36.1%)	199 (35.9%)
	Team leader	139 (51.1%)	135 (51.3%)
	Section manager	55 (22.3%)	56 (22.5%)
	Division manager	3 (8.1%)	5 (17.2%)
	Corporate officer*5	1 (7.1%)	2 (13.3%)
Percentage of employees with disabilities*6	2.10%	2.26%	2.79%
Percentage of paid leave taken by full-time employees	36.6%	38.6%	62.4%
Frequency rate of workplace accidents	0.34	0.33	0.86
Severity rate of workplace accidents	0.04	0.03	0.03

\*1 The figure includes 29 persons reemployed after mandatory retirement.

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

\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

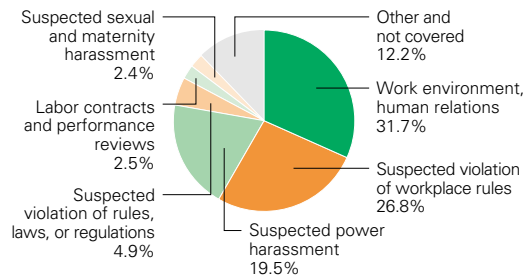
## Data from Helpline for Employees

The total number of reports increased slightly from the previous fiscal year. The top categories of reports were "work rules, days off, time off, and overtime," "work environment and human relations," and "suspected power harassment."

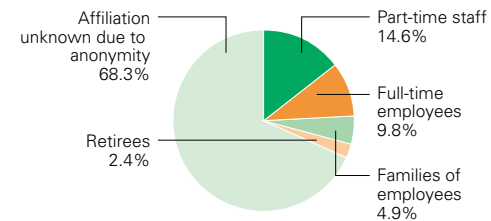
Compared to the previous fiscal year, there was an increase in reports concerning "work rules, days off, time off, and overtime" in particular, and this was due to a large number of reports concerning overtime work, continuous leave programs, and work during the COVID-19 pandemic. There were no reports concerning serious misconduct.

Starting in FY2021, the internal reporting desk was discontinued and contact points were integrated into a Groupwide Employee Helpline from the perspectives of the direction of the Group as a whole and information management.

### Breakdown of reports by category for FY2020 Reports received: 41 (100% compared to the previous fiscal year)



### By user category



# Seven & i Food Systems Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2021: 614

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderly				
	<ul style="list-style-type: none"> <li>Continue to maintain the system for actively accepting work experience participation, and accept high school students for class assignments</li> <li>Expand areas and stores where food education classes are held</li> </ul>	<ul style="list-style-type: none"> <li>The program was not implemented to prevent the spread of COVID-19</li> <li>Classes were not held to prevent the spread of COVID-19 (a new online format for conducting food education classes was established)</li> </ul>	<p>×</p> <p>×</p>	<ul style="list-style-type: none"> <li>Implement measures to prevent the spread of COVID-19 (shift to the earlier system as infection conditions in Japan settle down)</li> <li>Encourage food education classes using new formats without holding in-person classes (expand implementing stores from the Kanto region)</li> </ul>
Promoting regional development				
	<ul style="list-style-type: none"> <li>Investigations into new contract methods for expansion of and coexistence with rice production areas (multi-year contracts, etc.)</li> <li>Continue cooperation with municipalities on childcare support and expand agreements for reducing food loss</li> <li>Support various local welfare facilities, etc., by donating ingredients to food banks</li> </ul>	<ul style="list-style-type: none"> <li>Introduced Akita rice, Miyagi rice, and Hokkaido rice and expanded purchasing regions. Concluded multi-year contracts with each producing region to purchase 10% of the annual rice purchase volume for three years to continue our efforts with producing regions</li> <li>With regard to childcare support, concluded comprehensive cooperation agreements with all local governments where Denny's has open stores. Also signed agreements with all municipalities to reduce food losses</li> <li>Made two donations to food banks</li> </ul>	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> <li>Develop menu items that use local ingredients limited to the region</li> <li>Continue cooperation with municipalities on childcare support and reducing food loss</li> <li>Expand the number of food banks to which food is donated and increase support for various regional welfare facilities</li> </ul>

## Providing Safety and Reliability through Products and Stores

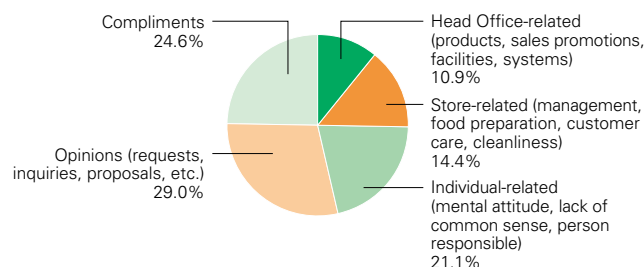
### Data from Customer Support

In FY2020, the number of complaints received decreased to 64.3% compared to the previous fiscal year, and the number of compliments increased to 104.4%. The top complaints related to food preparation were that the wrong food was served and preparation took too long, and the top complaints relating to customer contact were a lack of concern for the customer and errors concerning charges.

- Complaints: 4,754 cases in FY2019 to 3,055 cases in FY2020 (a decrease of 1,699 cases, or 35.7% from the previous fiscal year)
- Compliments; 1,028 cases in FY2019 to 1,074 cases in FY2020 (an increase of 46 cases, or 4.4% from the previous fiscal year)

In FY2021, 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 FY2020 Inquiries received: 7,309 (up 23.1% from the previous fiscal year)





## FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Further strengthen cooperation with manufacturers with regard to nutritional information and allergen labeling for new and changed products. Assign a person to be in charge, and periodically confirm</li> <li>Store complaints: 60% or fewer compared to the previous fiscal year</li> <li>Number of compliments: 100% or more compared to the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>The person in charge played a central role in comprehensively confirming and registering nutritional information in the e-BASE database</li> <li>Re-confirmed allergen information for all ingredients and completely reviewed operational rules for changing ingredients</li> <li>Store complaints: 64.3% compared to the previous fiscal year</li> <li>Number of compliments: 104.4% compared to the previous fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Further strengthen cooperation with manufacturers with regard to nutritional information and allergen labeling for new and changed products</li> <li>Store complaints: 80% compared to the previous fiscal year</li> <li>Number of compliments: 110% compared to the previous fiscal year</li> </ul>
Providing appropriate information				
	<ul style="list-style-type: none"> <li>In the first half of FY2020, release 21 items equivalent to specified ingredients, with almonds added to the allergen information, on menu-related media and the website</li> </ul>	<ul style="list-style-type: none"> <li>From April 2020, release 21 items equivalent to specified ingredients, with almonds, on menu-related media and the website</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with display of the total price (including taxes) becoming mandatory in April 2021, the ratio of font sizes of the main price and the price including taxes displayed on menu media will be 10 (main price) to 7 (price including taxes)</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Continue sharing customer feedback on a weekly basis; all executive to participate in making improvements</li> </ul>
Providing support for disasters				
	<ul style="list-style-type: none"> <li>Continue to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster</li> </ul>	<ul style="list-style-type: none"> <li>Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Continue to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>In addition to replacing individual air conditioners, install solar panels in new stores (target: 3 stores)</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of individual air conditioners (excluding repair) was suspended due to effects from the COVID-19 pandemic. Solar panels were installed at 2 stores in Kimitsu and Kuki</li> </ul>	<ul style="list-style-type: none"> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Install on a test basis air conditioning control devices that will lead to energy savings (target: 3 stores)</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Receive certification of food recycling loop for coffee grounds</li> <li>Food waste recycling rate: 56%</li> </ul>	<ul style="list-style-type: none"> <li>Preparations were made up to satisfying the conditions for certification, but were suspended by external conditions, so an application was not submitted</li> <li>Food waste recycling rate: 51%</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Receive certification of food recycling loop for coffee grounds</li> <li>Food waste recycling rate: 55%</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Number of employees who take the Eco Test: 100 (promote examinations primarily for new employees in FY2019 and FY2020)</li> </ul>	<ul style="list-style-type: none"> <li>Number of employees who took the Eco Test: 188 (in principle, all employees hired in FY2019 and FY2020 took the test)</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Change the test-taking format for the Eco Test to Internet based testing (IBT) in the first half and encourage employees, particularly new employees hired in FY2021, to take the test starting in the second half</li> </ul>

## Environmental Data

	Unit	FY2018	FY2019	FY2020
CO <sub>2</sub> emissions <sup>*1*2*3</sup>	t-CO <sub>2</sub>	69,638	64,894	51,533
CO <sub>2</sub> emissions from store operations <sup>*1*3</sup>	t-CO <sub>2</sub>	67,634	62,897	49,516
CO <sub>2</sub> emissions from delivery vehicles <sup>*1*3*4</sup>	t-CO <sub>2</sub>	1,845	1,856	1,906
Electricity consumption in store operations <sup>*1</sup>	GWh	118	115	96
Water usage in store operations <sup>*1*4</sup>	1,000m <sup>3</sup>	1,543	1,353	1,146
Waste disposal (recycling rate)	t (%)	10,021 (24.9)	8,959 (22.8)	7,454 (24.6)
Food waste recycling rate	%	49.5	55.3	50.8

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

\*2 The data represents CO<sub>2</sub> emissions stemming from the use of energy for store operations (Seven & i Food Systems) and by delivery trucks.

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

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

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>Practical training for store managers: Hold 40 times (for 444 people)</li> <li>Practical training for leaders and those in charge: Hold 27 times (for 196 people)</li> <li>Hold manager appointment training and single course training</li> </ul>	<ul style="list-style-type: none"> <li>Practical training for store managers: Held 39 times (for 547 people)</li> <li>Practical training for leaders and those in charge: Held 23 times (for 186 people)</li> <li>Manager appointment training: Held 2 times (for 17 people) Training was postponed in conjunction with a review of the content of single course training</li> </ul>	<ul style="list-style-type: none"> <li>△</li> <li>○</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Human resource development training for store managers: Hold 35 times (for 396 people)</li> <li>Development training for trainers on the manager and lower level: Hold 21 times (for 195 people)</li> <li>Manager appointment training: Hold 16 times (to be held as appointed)</li> <li>Young employee training <ul style="list-style-type: none"> <li>Newly hired employees: Hold 10 times (for 160 people total)</li> <li>Employees in their second year of employment: Hold 8 times (for 168 people total)</li> <li>Employees in their third year of employment: Hold 8 times (for 248 people total)</li> </ul> </li> </ul>
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> <li>Quantitative evaluation system launched (Denny's)</li> </ul>	<ul style="list-style-type: none"> <li>Introduction was postponed, as the originally planned evaluation items had to be revised in line with changes in business performance</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>After reviewing the evaluation items, the quantitative evaluation system will be launched starting with some employees</li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>Average monthly overtime <ul style="list-style-type: none"> <li>Full-time employees: 15h</li> <li>Contract employees: 15h</li> <li>Part-time: 3h</li> </ul> </li> <li>Monthly rate of leave-taking: 95% or more</li> </ul>	<ul style="list-style-type: none"> <li>Average monthly overtime <ul style="list-style-type: none"> <li>Full-time employees: 5.7h</li> <li>Contract employees: 5.0h</li> <li>Part-time: 1.1h</li> </ul> </li> <li>Monthly rate of leave-taking: 97% or more</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Average monthly overtime <ul style="list-style-type: none"> <li>Full-time employees: 6h</li> <li>Contract employees: 5h</li> <li>Part-time: 1.5h</li> </ul> </li> <li>Monthly rate of leave-taking: 97% or more</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>Percentage of seniors employed: 7% or more</li> <li>Number of foreign employees: 350</li> <li>Percentage of female managers Section manager or higher position: 10% Team leader or higher position: 30%</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of seniors employed: 7.9%</li> <li>Number of foreign employees: 233</li> <li>Percentage of female managers Section manager or higher position: 9.0% Team leader or higher position: 27.4%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of seniors employed: 7% or more</li> <li>Number of foreign employees: 250</li> <li>Percentage of female managers Section manager or higher position: 12% Team leader or higher position: 30%</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>Number of occupational accidents at work: 300 or below</li> <li>Participation rate in regular health checks by employees: 100%</li> <li>Participation rate in secondary health checks by employees: 100%</li> <li>Participation rate in health checks by employees who work the late night shift: 95%</li> <li>Stress check-up rate: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Number of occupational accidents at work: 208</li> <li>Participation rate in regular health checks by employees: 98.9%</li> <li>Participation rate in secondary health checks by employees: 68.6%</li> <li>Participation rate in health checks by employees who work the late night shift: 87.7%</li> <li>Stress check-up rate: 98%</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>△</li> <li>×</li> <li>△</li> <li>△</li> </ul>	<ul style="list-style-type: none"> <li>Number of occupational accidents at work: 250</li> <li>Participation rate in regular health checks by employees: 99.0%</li> <li>Participation rate in secondary health checks by employees: 68.6%</li> <li>Participation rate in health checks by employees who work the late night shift: 87.7%</li> <li>Stress check-up rate: 98%</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		1,094
	Male	891
	Female	203
Part-time staff*2		5,439
	Male	1,296
	Female	4,143
Number of employees (full-time employees + part-time staff)		6,533
	Male	2,187
	Female	4,346
New graduate employees hired		30
	Male	12
	Female	18
Mid-career employees hired		0
	Male	0
	Female	0

	FY2018	FY2019	FY2020	
Average length of service (full-time employees)	15 years 2 months	15 years 10 months	16 years 6 months	
Number of full-time employees who took childcare leave (males, part-time staff)*3	54 (6, 38)	49 (1, 33)	53 (1, 40)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	1 (0, 1)	0 (0, 0)	
Number of volunteer leave recipients	4	4	0	
Number of female managers (percentage)*4	268 (28.3%)	224 (25.5%)	199 (24.4%)	
	Team leader	259 (30.5%)	216 (27.4%)	192 (26.0%)
	Section manager	8 (9.8%)	7 (9.0%)	6 (9.4%)
	Division manager	1 (6.7%)	1 (7.1%)	1 (6.3%)
	Corporate officer*5	4 (28.6%)	4 (26.7%)	4 (26.7%)
Percentage of employees with disabilities*6	2.74%	2.87%	2.82%	
Percentage of paid leave taken by full-time employees	36.6%	58.2%	73.3%	
Frequency rate of workplace accidents	0.85	1.18	0.65	
Severity rate of workplace accidents	0.03	0.02	0.03	

\*1 The figure includes 58 persons reemployed after mandatory retirement.

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

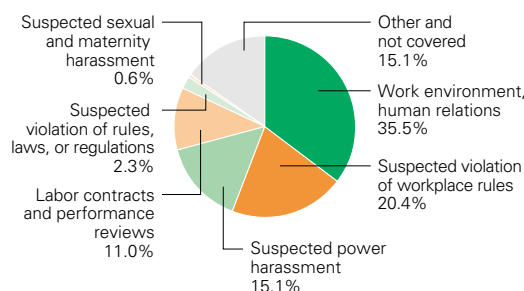
\*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

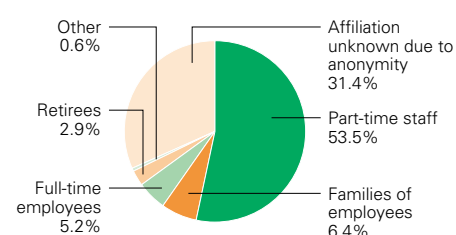
## Data from Helpline for Employees

In the first half of FY2020, there was a very large number of opinions and inquiries regarding the Company's responses to COVID-19, but the total number for the year was 168, down 17.2% from the previous fiscal year. However, the importance of improving work environments is increasing even more. As a result, we are focusing on harassment and the work-life balance to foster a corporate climate that values human resources and taking measures to encourage communication among colleagues in an effort to improve work environments.

### Breakdown of reports by category for FY2020 Reports received: 172 (down 16.9% from the previous fiscal year)



### By user category



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

### FY2020 Targets/Results and FY2021 Targets

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

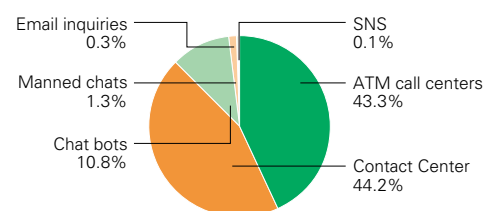
Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> <li>Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest" picture book for reading aloud</li> </ul>	<ul style="list-style-type: none"> <li>Approximately 5 million copies of the "Bonolon, Warrior of the Forest" picture book for reading aloud were distributed for free</li> <li>Exhibited at Kids Festa and conducted a storytelling session with large picture books</li> <li>Seven Bank donated picture books to children's centers in proportion to the number of Bonolon cash cards issued</li> <li>Supported storytelling activities by members of the public by lending Bonolon large picture books to the private sector free of charge</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest" picture book for reading aloud</li> </ul>
Promoting regional development				
	<ul style="list-style-type: none"> <li>Encourage employees to participate in regional contribution activities</li> </ul>	<ul style="list-style-type: none"> <li>No results as regional events were canceled due to the COVID-19 pandemic</li> </ul>	—	
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> <li>Eliminate transactions using the system based on information that is constantly collected</li> <li>Continue to implement effective measures to prevent financial crimes, and provide safe and secure payment environments to all customers</li> <li>Strive to prevent the expansion of financial crimes by strengthening collaboration with investigation agencies and business partners</li> </ul>	<ul style="list-style-type: none"> <li>Made detection systems more advanced based on information from police, external expert organizations, and others</li> <li>In addition to disseminating the Company's expertise, actively cooperated with investigation agencies and business partners in investigations by using CCD images from ATMs</li> <li>Continuously held meetings of financial crime countermeasures investigation committees with business partners and shared information on financial crime countermeasures in an effort to curtail financial crimes</li> </ul>	○	<ul style="list-style-type: none"> <li>Continuously implement effective measures against increasingly sophisticated financial crimes and provide safe and secure payment environments to all customers</li> <li>Continuously gather information regarding the latest trends regarding crime and make further advances to detection systems</li> <li>Strive to eliminate financial crimes by utilizing external knowledge by accepting police personnel for training and reinforcing collaboration with investigation agencies and business partners</li> </ul>

## 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 improve, enhance, and expand services based on the customer inquiries. At the contact center, we are able to respond to inquiries in 10 languages.

### Breakdown of inquiries by category for FY2020 Inquiries received: 1,224,095 (up 11.0% from the previous fiscal year\*)



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

## FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> <li>Expand the assumed scope of BCP and further strengthen the system</li> <li>Number of training sessions planned: 17</li> </ul>	<ul style="list-style-type: none"> <li>Began reviewing the assumed scope of BCP</li> <li>Strengthened the system by implementing more practical training</li> <li>Number of training sessions: 17</li> </ul>	○	<ul style="list-style-type: none"> <li>In conjunction with the expansion and enhancement of services, review the scope of BCP business and further reinforce systems</li> <li>Number of training sessions planned: 22</li> </ul>
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> <li>Promote financial services to meet diverse needs</li> </ul>	<ul style="list-style-type: none"> <li>Began handling new services for foreign residents</li> <li>Expanded tie-ups with regional electronic currencies</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote financial services to meet diverse needs</li> </ul>
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> <li>Continue initiatives to improve customer satisfaction</li> <li>Perform analysis and consider improvements to make ATMs comfortable to use</li> <li>Prepare for a system that allows for multichannel inquiries, which are a match for the times</li> </ul>	<ul style="list-style-type: none"> <li>Provided a mechanism that enables customers to solve their own problems by maintaining a homepage and making quick announcements using apps</li> <li>Analyzed customer opinions, investigated ATM improvements, and continued implementation systems</li> <li>Created a new center system to respond to inquiries using means other than ATM interphones by shifting the focus from telephone to chat and other forms of text</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue initiatives to improve customer satisfaction</li> <li>Continue to perform analysis and consider improvements to make ATMs comfortable to use</li> <li>Ensure stable operation of the new center and establish a support channel system that responds to customer needs</li> </ul>

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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> <li>Continue measuring and disclose greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges</li> </ul>	<ul style="list-style-type: none"> <li>The entire Seven &amp; i Group continued to identify and disclose Scope 3 emissions (of which our company had 3,845 tons of CO<sub>2</sub>)</li> </ul>	○	<ul style="list-style-type: none"> <li>Continue measuring and disclose greenhouse gas emission volumes (Scope 3 emissions) through the supply chain that the company indirectly discharges</li> </ul>
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> <li>Promote paperless operations</li> </ul>	<ul style="list-style-type: none"> <li>Made meeting paperless, shifted to electronic procedures, and took other measures</li> <li>Number of pages used by multifunction printers: down 27.9% from the previous fiscal year</li> <li>Volume of paper ordered for office equipment: down 26.9% from the previous fiscal year</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote paperless operations</li> </ul>
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> <li>Promote the 3Rs (reduce, reuse, recycle), including in offices</li> </ul>	<ul style="list-style-type: none"> <li>Recycled 100% of discarded ATMs</li> <li>When changing layouts, in general, use rented goods (to encourage reuse)</li> </ul>	○	<ul style="list-style-type: none"> <li>Recycle 100% of discarded ATMs</li> <li>When replacing office furniture, take comprehensive measures to reduce the volume of waste (purchase used items, recover, and recycle)</li> </ul>
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> <li>Continue to actively participate in environmental volunteer activities (participate in Seven-Eleven Memorial Foundation environmental conservation activities)</li> </ul>	<ul style="list-style-type: none"> <li>Employees participated in a Kids Festa storytelling session</li> <li>Encouraged acquisition of eco-certification</li> </ul>	○	<ul style="list-style-type: none"> <li>Hold study groups and the like to address social and environmental issues</li> </ul>
Offering eco-friendly products				
	<ul style="list-style-type: none"> <li>Promote replacement installations of energy-saving 4th-generation ATMs</li> </ul>	<ul style="list-style-type: none"> <li>Install 6,020 4th-generation ATMs, which save energy by approx. 40% (as of the end of March 2021)</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote replacement installations of energy-saving 4th-generation ATMs</li> </ul>

## Environmental Data

	Unit	FY2018	FY2019	FY2020
Electricity use at the offices*	MWh	1,143	1,141	1,125
Volume of paper ordered for office automation equipment	1,000 sheets	4,804	3,298	2,410

\* 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

### FY2020 Targets/Results and FY2021 Targets

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

Challenges	FY2020 Targets and Plans	FY2020 Results and Outcomes	Evaluation	FY2021 Targets
Development of human resources				
	<ul style="list-style-type: none"> <li>• 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"> <li>· Training for managing subordinates in a remote environment (for managers)</li> <li>· Training for making internal communication more active (for new employees)</li> <li>· Expand programs for self-development</li> <li>· Conduct leader cultivation training led by Seven &amp; i Holdings</li> <li>· External training for manager candidates, etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Increase opportunities for personnel exchange both internally and externally, and continue to provide a workplace that trains employees and supports the growth for independent leaders of next-generation                             <ul style="list-style-type: none"> <li>· Conducted training on managing subordinates</li> <li>Number of training participants: 50</li> <li>· Created videos introducing each department and conducted group training such as online puzzle-solving games so that newly hired employees can quickly integrate into the organization</li> <li>Number of training participants: 38</li> <li>· Dispatched employees to four training courses for managers</li> <li>Number of training participants: 5</li> </ul> </li> </ul>	○	<ul style="list-style-type: none"> <li>• Create opportunities for continuous growth                             <ul style="list-style-type: none"> <li>· Establishment of workplaces in which employees can take the initiative and learn from experience</li> <li>· Provision of an environment in which employees can choose educational content to suit their preferences and growth</li> <li>· Revision of educational content putting the focus on digital transformation and the reacquisition of skills</li> <li>· Establishment of platform to foster employees and promotion of the intensive management and visualization of work experience and training history</li> </ul> </li> </ul>
Achieving a work-life balance				
	<ul style="list-style-type: none"> <li>• Proactively utilize the system to support in good balance between work and childcare/nursing care</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Restrictions on the number of times that the work from home system can be used were temporarily lifted</li> </ul>	○	<ul style="list-style-type: none"> <li>• Proactively utilize the system to support in good balance between work and childcare/nursing care</li> <li>• Revise the work from home system so that it can be used by all employees</li> </ul>
Effective use of diverse human resources				
	<ul style="list-style-type: none"> <li>• Promote diversity and its inclusion</li> <li>• Create environment and awareness that allow all employees to perform to their full potential, regardless of nationality or gender</li> <li>• Activate inner communication</li> <li>• Create opportunities for all employees to participate</li> <li>• Conduct initiatives to improve the engagement [As concrete measures]                             <ul style="list-style-type: none"> <li>· Continue the implementation of diversity training for newly appointed managers</li> <li>· Consider expanding the “re-challenge” plan</li> <li>· Implement internal webinars</li> <li>· Implement internal recruitment</li> </ul> </li> <li>• Develop a flexible employment system such as staggered working hours arrangement</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted lifelong planning seminars</li> <li>• Implemented internal communication promotion measures                             <ul style="list-style-type: none"> <li>· Seven Mirai Conference (a dialogue and exchange of opinions by the president with young employees)</li> </ul> </li> <li>• Measures to enhance engagement were continued                             <ul style="list-style-type: none"> <li>· Conducted engagement survey</li> <li>· Conducted internal recruitment</li> </ul> </li> <li>• Invigorated the company through timely and appropriate recruitment</li> <li>• Encouraged communications using internal social media and other ICT tools</li> <li>• Operated staggered working hours for moving forward or back work start and end times</li> </ul>	○	<ul style="list-style-type: none"> <li>• Promote diversity and its inclusion</li> <li>• Create environment and awareness that allow all employees to perform to their full potential, regardless of nationality or gender</li> <li>• Enhance the content of lifelong planning seminars</li> <li>• Use ICT tools to activate inner communication</li> <li>• Conduct initiatives to improve the engagement [As concrete measures]                             <ul style="list-style-type: none"> <li>· Expand the subjects of the engagement survey and regularly conduct every three months</li> <li>· Improve work environments</li> </ul> </li> <li>• Expand staggered working hours for moving forward or back work start and end times</li> </ul>
Assuring occupational safety and health				
	<ul style="list-style-type: none"> <li>• Improve rate of paid leave taken</li> <li>• Implement measures to reduce overtime in response to restrictions on overtime work</li> <li>• Conduct stress check ups</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of paid leave taken: 70.5% * As of March 31, 2021</li> <li>• Conducted monthly reporting of long working hours by managers and collected reports on the reasons for long hours</li> <li>• Conducted stress check ups</li> </ul>	○	<ul style="list-style-type: none"> <li>• Improve rate of paid leave taken (encourage employees to take five consecutive days of leave)</li> <li>• Appropriately manage working hours and implement measures to reduce long working hours by recording work computer startup and shutdown times</li> <li>• Conduct stress check ups</li> </ul>

## Personnel Data

Breakdown of number of employees (as of the end of February 2021)		(persons)
Full-time employees*1		403
	Male	281
	Female	122
Contractual/part-time employees*2		68
	Male	8
	Female	60
Number of employees (full-time employees + contractual/part-time employees)*3		471
	Male	289
	Female	182
New graduate employees hired		12
	Male	6
	Female	6
Mid-career employees hired		39
	Male	24
	Female	15

	FY2018	FY2019	FY2020
Average length of service (full-time employees)*4	8 years 3 months	8 years 0 month	8 years 2 months
Number of full-time employees who took childcare leave (males, contractual/ part-time employees)*5	12 (2, 4)	11 (1, 4)	19 (5, 4)
Number of full-time employees who took nursing care leave (males, contractual/ part-time employees)*5	0 (0, 0)	0 (0, 0)	0 (0, 0)
Number of volunteer leave recipients	8	13	0
Number of female managers (percentage)*6	55 (19.4%)	60 (24.0%)	65 (25.2%)
	Team leader	38 (37.3%)	41 (38.7%)
	Section manager	22 (16.3%)	24 (18.2%)
	Division manager	0 (0.0%)	0 (0.0%)
	Corporate officer*7	3 (13.0%)	3 (13.0%)
Percentage of employees with disabilities*8	2.31%	2.20%	2.06%
Percentage of paid leave taken by full-time employees	75.7%	78.2%	69.9%
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	3	11	4

\*1 The figure includes 33 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, excluding corporate officers.

\*7 The percentage of female corporate officers is as of May 31 of the following fiscal year.

\*8 The percentage for the fiscal year is as of June 1 of the following fiscal year.