

Group Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions* ¹	t-CO ₂	2,975,951	2,768,932	2,970,892
	scope 1	122,391	111,752	123,766
	scope 2	2,853,560	2,657,180	2,847,126
Electricity consumption in store operations* ²	GWh	6,793	6,625	7,521
Water usage in store operations* ³	1,000m ³	24,695	31,174	31,437

*1 For 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. From FY2020 onwards, the data is the total value for 15 companies after the addition of Barneys Japan, Seven Bank, and Seven & i Holdings. (Sales of the 15 companies cover 98.4% of the Group's total sales.) For calculation conditions, please see environment-related data recorded in data section of each operating company. With respect to results of third-party audit of CO₂ emissions, please refer to the "Greenhouse Gas Emissions Verification Report."

*2 The data is the total for 13 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 and 7-Eleven, Inc. (Sales of the 13 companies cover 97.6% of the Group's total sales.) For calculation conditions, please see environment-related data recorded in the data section of each operating company.

*3 The data is the total for 10 companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, SHELL GARDEN, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Food Systems and 7-Eleven, Inc. (Sales of the 10 companies cover 97.1% of the Group's total sales.)

Group Personnel Data (in Japan)*¹

Breakdown of number of employees (as of the end of February 2022) (persons)		
Full-time employees* ²	23,376	
Male	16,939	72%
Female	6,437	28%
Part-time staff* ³	39,306	
Male	6,720	17%
Female	32,586	83%
Number of employees (full-time employees + part-time staff)	62,682	
Male	23,659	38%
Female	39,023	62%
New graduate employees hired	536	
Male	295	55%
Female	241	45%
Mid-career employees hired	205	
Male	156	76%
Female	49	24%
Turnover (full-time employees)	1,323	
Male	822	62%
Female	501	38%

	FY2019	FY2020	FY2021
Average length of service (full-time employees)	16 years 5 months	16 years 6 months	17 years 1 months
Male	17 years 5 month	17 years 3 months	18 years 3 months
Female	13 years 7 months	13 years 8 months	14 years 2 months
Number of full-time employees who took childcare leave (males), (part-time staff)* ⁴	1,094 (35) (497)	1,120 (41) (518)	1,088 (53) (445)
Number of full-time employees who took nursing care leave (males), (part-time staff)* ⁴	53 (9) (33)	49 (4) (35)	75 (8) (61)
Number of volunteer leave recipients	31	7	10
Percentage of female full-time employees	27.2%	27.4%	28.3%
Number of female managers (percentage)* ⁵	2,400 (26.6%)	2,246 (26.3%)	1,911 (24.9%)
Team leader	1,709 (32.4%)	1,571 (32.4%)	1,215 (30.4%)
Section manager	616 (22.3%)	599 (22.1%)	606 (23.3%)
Division manager	75 (7.6%)	76 (8.2%)	90 (8.3%)
Corporate officer* ⁶	21 (11.2%)	24 (13.0%)	28 (14.3%)
Percentage of employees with disabilities* ⁷	2.96%	2.95%	2.98%
Percentage of paid leave taken	49.2%	50.9%	55.4%
Full-time employee turnover rate	5.4%	5.0%	5.7%

*1 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 92.8% of the Group's sales in Japan.)

*2 The figure includes 1,362 persons reemployed after mandatory retirement.

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

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

*5 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.

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

*7 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.

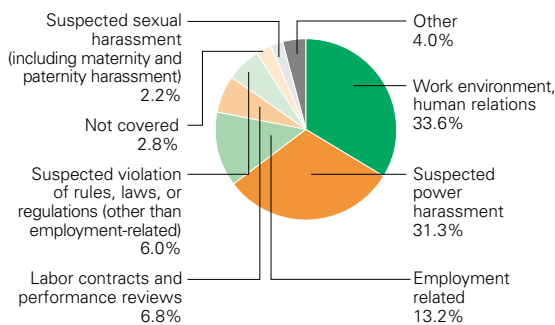
Data from Groupwide Helplines for Employees

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.

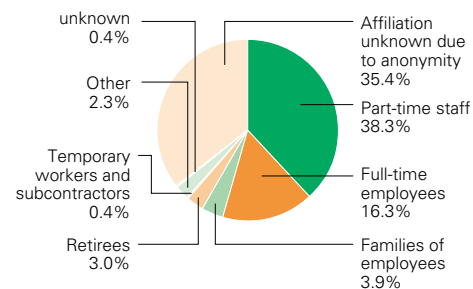
This system applies to both employees of Seven & i Holdings and those of consolidated subsidiaries in Japan. The group-wide system is working to proactively prevent, quickly discover, promptly correct and stop reoccurrences of any wrong behavior that would result in a loss of public trust.

	FY2019	FY2020	FY2021
Number of reports	1,208	1,144	1,024

Breakdown of reports by category for FY2021



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 28,2022: 21,205

Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Shopping Support				
	<ul style="list-style-type: none"> Cumulative number of mobile stores: 115 Survey viability of business continuity in areas and expand number of mobile stores 	<ul style="list-style-type: none"> Cumulative number of mobile stores: 110 Prioritized improvement in sales at existing stores providing mobile stores over expansion of number of new mobile stores 	△	<ul style="list-style-type: none"> Cumulative number of mobile stores: 130 Expand the number of new mobile store launches while improving sales at existing stores
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> There was no headway in implementation of crime prevention drills due to the COVID-19 pandemic, with participation rate of franchise stores in crime prevention drills and seminars remaining at 30.1% 	△	<ul style="list-style-type: none"> Strengthen cooperation with the police, hold drills aimed at prevention of special frauds which are on the rise, and verification of age of customers when selling alcoholic beverages and tobacco. Expand the participation rate of franchise stores in crime prevention drills to more than 50%
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 150 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 200 	<ul style="list-style-type: none"> Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 141 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 232 	○	<ul style="list-style-type: none"> Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 23 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 117

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Maintain NDF-FSMS certification for all daily foods manufacturing factories Aim to further develop the audit program 	<ul style="list-style-type: none"> Implemented NDF-FSMS surveillance at all daily foods manufacturing factories Revised the contents of NDF-FSMS and held briefing sessions 	○	<ul style="list-style-type: none"> Eliminate occurrence of major accidents Strengthen the quality assurance system by promoting DX

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Reduced the number of items indicated by periodic ISO 14001 audits compared to the previous fiscal year (no unacceptable items detected) 	○	<ul style="list-style-type: none"> Expand scope of application of ISO14001 to Seven-Eleven Okinawa
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Continue efforts to reduce plastic bag usage by cooperation with franchise stores and customers as per the previous fiscal year 	<ul style="list-style-type: none"> Reduce plastic bag usage per store to a level below the previous fiscal year 	○	<ul style="list-style-type: none"> Reduce petroleum-derived single-use plastics and replace them with environmentally friendly materials
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Annual number of employees who pass the Eco Test: 150 (100% of managers pass) Inform those who take the Eco Test about environment-related volunteer activities Conduct e-learning for all employees to raise environmental awareness 	<ul style="list-style-type: none"> Annual number of employees who pass the Eco Test: 152 (100% of managers pass) Conducted awareness-raising programs on volunteer activities as part of employee training Conduct e-learning for all employees in June 2021 	<ul style="list-style-type: none"> △ ○ ○ 	<ul style="list-style-type: none"> Annual number of employees who pass the Eco Test: 150 Inform those who take the Eco Test about environment-related volunteer activities Conduct e-learning for all employees to raise environmental awareness

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions**1*2*3	t-CO ₂	1,501,795	1,417,701	1,452,270
CO ₂ emissions from store operations (per store)**1*3	t-CO ₂	1,281,810 (61.4)	1,198,890 (56.7)	1,235,126 (55.8)
CO ₂ emissions from logistics (per store)**1*4	t-CO ₂	217,811 (10.4)	216,285 (10.2)	214,924 (10.1)
Electricity consumption in store operations (per store)**1*3	GWh (MWh)	2,874 (138)	2,795 (132)	2,852 (129)
Water usage in store operations**1*5	1,000m ³	13,176	11,709	12,192
Plastic bag usage per store (by weight)	t	0.94	0.50	0.41
Waste disposal (recycling rate)**6	t (%)	384,028 (61.6)	352,541 (60.9)	304,368 (66.7)
Food waste recycling rate**7	%	42.5	46.6	50.3

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

*2 The data represents CO₂ 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 CO₂ 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.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources				
	<ul style="list-style-type: none"> Introduce an optional (voluntary) e-learning system. Provide content topics which allow wide-ranging knowledge acquisition rather than mandatory content only Redesign e-learning and regular training for employees working at stores and continue awareness raising and education 	<ul style="list-style-type: none"> Participation of a total of 12,482 employees in the optional (voluntary) e-learning system Newly established e-learning and web-training programs for store employees 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Provide e-learning in three types of frameworks: targeting all employees, by department, and optional (voluntary) system. Establish a system to actively share the know-how of each department Further expansion of open web seminars. Build an environment that makes learning even easier, by switching part of the training for store employees to the web
Achieving a work-life balance				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Status of employees' implementation of work from home: 38.6% Expanded operations to enable employees to work from locations other than their homes when working from home, and to allow them to use staggered work hours together with telecommuting Implemented consideration of WFH benefits 	<p>○</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> Increase the use of childcare leave by male employees Reduce employees' overtime hours Promote awareness-raising activities such as study sessions for managerial positions targeting supervisors who manage employees working shorter hours
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Continue to implement mental health training for assistant store managers and newly-appointed managers Continue to disseminate information on preventing workplace accidents in advance. Reduce number of accidents in comparison with the previous fiscal year 	<ul style="list-style-type: none"> Continue to implement mental health training for assistant store managers and newly-appointed managers Continue to disseminate information on preventing workplace accidents in advance. Reduce number of accidents in comparison with the previous fiscal year <ul style="list-style-type: none"> Number of workplace accidents: 11.0/month (+ 1.9/month) Number of commuting accidents: 3.0/month (-1.8) 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Continue to implement mental health training for assistant store managers and newly-appointed managers Continue to disseminate information on preventing workplace accidents in advance. Reduce number of accidents in comparison with the previous fiscal year
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Partially revised action plan evaluation to assess the work processes of on-site employees (OFC), and started operations in September 2021 Partially revised the performance evaluation of the operations headquarters and began implementation sequentially for each level of hierarchy from September 2021 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Improve operational efficiency by revising design and execution of the new evaluation system, and plan to start operations in FY2023 Conduct training targeting evaluators and evaluatees to promote understanding of the evaluation system and its operation
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Employment of people with disabilities <ul style="list-style-type: none"> Percentage of employees with disabilities: 2.40% Counselor for people with disabilities: 100 In-house job coach: 14 Promote managers understanding by awareness raising activities Promotion of active participation of female employees <ul style="list-style-type: none"> Percentage of female managers: 25.0% Continue to encourage participation in career development training to support growth Draft guidelines on workstyles for persons working reduced hours (sales persons) and announce in-house Update the "Workstyle Reform Portal" on the Intranet as a platform for a work-life balance 	<ul style="list-style-type: none"> Employment of people with disabilities <ul style="list-style-type: none"> Percentage of employees with disabilities: 2.34% Counselor for people with disabilities: 96 In-house job coach: 14 Implemented normalization support training for managers in charge of subordinates with disabilities Conduct training four times a year for employees with intellectual and developmental disabilities to support their independence and their acquisition of business etiquette Promotion of active participation of female employees <ul style="list-style-type: none"> Percentage of female managers: 23.6% Draft guidelines on workstyles for persons working reduced hours (salespersons) and announce in-house The "Workstyle Reform Portal" on the intranet introduces examples of various workstyles 	<p>×</p> <p>×</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Employment of people with disabilities <ul style="list-style-type: none"> Percentage of employees with disabilities: 2.40% Counselor for people with disabilities: 100 In-house job coach: 15 Promote understanding of the importance of continued support for active participation of diverse human resources Promotion of active participation of female employees <ul style="list-style-type: none"> Percentage of female managers: 25.0% Encourage male employees to avail of childcare leave <ul style="list-style-type: none"> Percentage of male employees taking childcare leave: 13.0% Utilize not only the intranet but also an online conference platform to provide opportunities to employees nationwide for real-time sharing of their experiences such as workstyles after childbirth Conduct training to improve knowledge about women's health, and promote mutual understanding

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		8,739
	Male	6,401
	Female	2,338
Part-time staff*2		2,626
	Male	1,130
	Female	1,496
Number of employees (full-time employees + part-time staff)		11,365
	Male	7,531
	Female	3,834
New graduate employees hired		237
	Male	138
	Female	99
Mid-career employees hired		9
	Male	1
	Female	8

	FY2019	FY2020	FY2021	
Average length of service (full-time employees)	9 years 10 months	10 years 8 months	11 years 11 months	
Number of full-time employees who took childcare leave (males, part-time staff)*3	316 (20, 5)	341 (23, 1)	365 (36, 1)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	8 (3, 0)	5 (2, 0)	7 (4, 0)	
Number of volunteer leave recipients	7	0	2	
Number of female managers (percentage)*4	213 (21.7%)	211 (21.7%)	204 (21.1%)	
	Section manager	206 (24.7%)	201 (24.3%)	196 (23.6%)
	Division manager	7 (4.7%)	10 (6.8%)	8 (5.8%)
	Corporate officer*5	4 (14.8%)	4 (16.0%)	4 (15.4%)
Percentage of employees with disabilities*6	2.38%	2.35%	2.45%	
Percentage of paid leave taken by full-time employees	74.4%	55.1%	66.1%	
Frequency rate of workplace accidents	0.54	0.72	1.09	
Severity rate of workplace accidents	0.01	0.02	0.03	

*1 The figure includes 116 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.

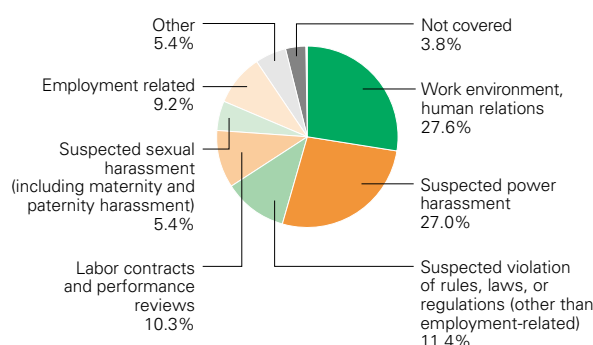
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

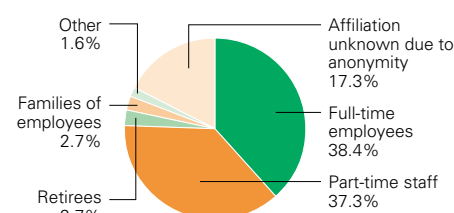
Data from Helpline for Employees

We strive to manage risk and comply with laws and regulations as a company, by appropriately operating an internal reporting system aimed at preventing violations by employees, their early detection and correction and preventing recurrence of violations. In FY2021, we conducted a survey of all employees regarding their awareness of the workplace environment and enhanced employees' aware of the internal whistleblower hotline through committee meetings held at each regional office. In addition, training that aimed at preventing harassment was held specifically for managers. 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 FY2021 Reports received: 185 (up 22.5% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

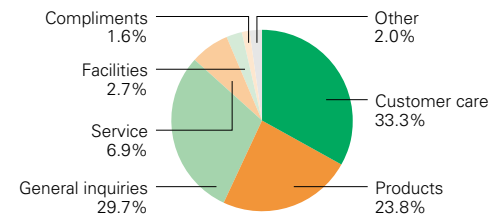
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> 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 Reflect customer feedback which lead to improvements in products and customer service utilize as on-site initiatives to improve customer satisfaction levels 	<ul style="list-style-type: none"> While promptly sharing points regarding customer service with the district manager and operation field counselors, we shared projects that may become company-wide problems with OP headquarters M and related department Started regular meetings with the Product Department in June 2021 for continued sharing of customer feedback. Promoted measures to lead to early improvement in customer service as well, such as testing the information sharing flow 	△	<ul style="list-style-type: none"> Improve customer satisfaction by improving the quality of customer service, both through phone and email Continue to develop and improve products based on customer feedback, and strengthen initiatives for proper utilization of customer feedback

Data from Customer Support

The customer support is endeavoring to face up squarely to customers' opinions and respond sincerely. We are committed to ensuring careful attention to our customers' voice and communications via email as well as phone. We promptly share the opinions, suggestions and requests received with top management and relevant departments with the aim of solving issues and realizing a "convenient and close" service for our customers.

Breakdown of inquiries by category for FY2021 Inquiries received: 187,275 (down 1.5% from the previous fiscal year)



Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> 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 Implement an exchange of opinions with respective government agencies and local authorities regarding disaster response, and further strengthen collaborations Plan to implement appropriate community support in the event of large-scale disasters based on newly-drafted business continuity plan 	<ul style="list-style-type: none"> Consolidated newly-drafted business continuity plan and improved internal capacities for disaster response through 2 rounds of disaster response training and all-company disaster prevention and inspection day Implemented an exchange of opinions with respective government agencies and local authorities regarding disaster response, and further strengthened collaborations Implemented appropriate community support in the event of large-scale disasters based on newly-drafted business continuity plan 	○	<ul style="list-style-type: none"> Consolidate the business continuity plan and improve internal capacities for disaster response through multiple disaster response training at headquarters and regional offices and all-company disaster prevention and inspection day Conduct joint research meetings on large-scale disaster response with respective government agencies and local authorities and several convenience store companies under the auspices of the Japan Franchise Association, and further strengthen cooperations Plan to implement appropriate community support in the event of large-scale disasters based on the business continuity plan

Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Measures to support the elderly	<ul style="list-style-type: none"> • Training dementia supporters Conduct training courses taught by in-house instructors and courses in collaboration with local communities such as regional comprehensive support centers with the aim of all employees taking courses Number of training course takers: 2,640 Total number of course takers: 12,000 (accounting for 38.1% of all employees) 	<ul style="list-style-type: none"> • Number of training course takers: 2,382 Total number of course takers: 12,084 Set June and September as Reinforcement Months and held courses in collaboration with regional comprehensive support centers while taking measures to prevent infection 	○	<ul style="list-style-type: none"> • In March 2022, become the only retailer to declare its support for the Dementia Barrier-Free Declaration of the Japan Public-Private Council on Dementia and announced policies and direction for eliminating dementia-related barriers. Within the declaration, set targets for training dementia supporters. Have 4,445 employees, equal to 50% of all employees, attend courses within one year and reach a cumulative total number of course takers of 15,000 by FY2022 • Continue to reinforce dementia supporter training to achieve a course participation rate of 75% by FY2023 and 100% by FY2024
For greater shopping convenience	<ul style="list-style-type: none"> • Launch the Tokushimaru mobile supermarket (mobile sales trucks) <ul style="list-style-type: none"> · Provide places to shop for seniors and others who are unable to shop on a daily basis. Also, provide safe shopping formats that avoid the 3Cs as a measure to prevent the spread of COVID-19. · Since shopping can be done in person, also perform a protective role and seek to build regional networks · Increase sole proprietors to maintain business continuity · Planned business start: 48 trucks from 48 stores (Total number of 75 trucks from 72 stores) · Number of sole proprietors: Increase of 9 (cumulative total: 15) • Online supermarket delivery business Achieve "always available and ready for pickup" <ul style="list-style-type: none"> · Expansion of pickup sites Enable pickup at all 109 stores with online supermarkets · Installation of three-temperature lockers Add 5 new sites to the 3 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 Nishinipori 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 Nishinipori online supermarket started in July 2021 and implementing stores will be expanded in FY2022 · Total number of new users of the online supermarket delivery service: 190,000 	<ul style="list-style-type: none"> • Launches: 48 trucks from 48 stores, equal to 100% of the plan (Total of 75 trucks from 72 stores) <ul style="list-style-type: none"> · Number of sole proprietors: Increase of 13, equal to 126% of the plan (cumulative total: 19) • Online supermarket delivery business <ul style="list-style-type: none"> · Number of stores where pickup is possible: 106 stores · Three-temperature lockers: Expanded to 8 locations · Pick-up lockers: Testing continued at 5 stores · Non-contact services: Implemented at 106 stores · Drop-off service: Expanded to 15 stores · Regular delivery service: Expanded to 15 stores · Number of new user members: 180,000 	○	<ul style="list-style-type: none"> • Launch the Tokushimaru mobile supermarket (mobile sales trucks) <ul style="list-style-type: none"> · 25 trucks (cumulative total: 100) · Number of sole proprietors: Cumulative total: 33 · Expand to regional stores · Open a second truck in the areas that already have one · Encourage the switch to sole proprietors • Online supermarket delivery business Achieve "always available and ready for pickup" <ul style="list-style-type: none"> · Expansion of pickup sites Make pickup possible at all stores that provide online supermarket · Start testing counter pickup service at 10 7-Eleven stores starting in August 2022 · Expansion of pickup methods Non-contact services: Implement at all stores Drop-off service: Expand to 30 stores Regular delivery service: Expand to 30 stores Expand Auto Lock Condo Drop-off Service for delivery to customers who live in condominiums with auto locks even when they are not at home to 500 buildings · Number of new user members of online supermarket: 200,000

Product development focused on senior citizens				
	<ul style="list-style-type: none"> 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 Product development aimed at responding to consumer problems in size, body shape, symptoms, etc., in addition to basic functions needed for the elderly 	<ul style="list-style-type: none"> Expanded lineup of products with anti-viral, anti-bacterial, and anti-microbial treatment with a focus on senior wear <Senior Pajamas> <ul style="list-style-type: none"> Percentage of products with anti-viral treatment: Approx. 50% Percentage of products with anti-bacterial treatment: Approx. 50% Proposed developed products intended to eliminate customer concerns through senior wear (socks, pajamas, underwear) and items for going out (canes, push carts) 	○	<ul style="list-style-type: none"> Encourage use of the Peace of Mind Support Catalog to propose shopping items that support the needs of both care givers and care recipients
	<ul style="list-style-type: none"> Developed products sales ratio: 25% 	<ul style="list-style-type: none"> Developed products sales ratio: 23.5% 	△	<ul style="list-style-type: none"> In addition to basic functions for seniors, develop products that eliminate customer concerns relating to size, body shape, symptoms, etc. and expand the ratio of developed products that incorporate bright and fashionable elements Developed products sales ratio: 25%
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> Reinforce collaboration between individual stores and local police stations Cooperate with regional crime prevention events and other events held by police stations 	<ul style="list-style-type: none"> Cooperated in joint patrols with local police stations and distribution of flyers and holding educational events to prevent bank fraud, bicycle theft, and other crime 	○	<ul style="list-style-type: none"> Cooperate with regional crime prevention and other events held by local police stations with jurisdiction over each store Hold in-store crime prevention drills in cooperation with local police stations

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources (food-related departments)				
	<ul style="list-style-type: none"> 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 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 Manage the new training system using individual IDs and provide training opportunities that allow employees to proceed at their own pace 	<ul style="list-style-type: none"> Conducted “intensive training for employees transferred to fresh food departments,” with 37 employees participating in the first half and 25 participating in the second half for a total of 62 employees. Further developed training systems in line with management strategies and personnel policy. Provided training and human resources development with a sense of reassurance for transferees and persons who accept them Produced, organized, and centrally managed training manuals including video manuals and created a cloud-based training system that enables all employees to confirm matters and undergo training whenever needed Managed the new training system using individual IDs and provided training environments that allow employee to proceed at their own pace 	○	<ul style="list-style-type: none"> Dispatch food development personnel to culinary schools. Develop human resources who can propose new products and menu items from an overall perspective of food Conduct “intensive training for employees transferred to fresh food departments” as appropriate in accordance with company policy. Provide a program that enables employees who transfer from different departments to find their interests and gain satisfaction working with perishable foods Create video tools that facilitate learning by watching for general education and for individual product categories and make them available to all employees. Use in combination with in-person training to enhance pre- and post-learning and improve work acquisition rates
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Number of complaints regarding food items: The FY2020 target was not achieved, so the target for the prior year was maintained and efforts were made to reduce complaints by 20% from the previous fiscal year The Vegetables & 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 	<ul style="list-style-type: none"> Number of complaints regarding food items: 26% decrease over previous fiscal year Number of complaints concerning “change in quality” for food products overall: 23% decrease over previous fiscal year 	○	<ul style="list-style-type: none"> Number of complaints regarding food items: 20% decrease over previous fiscal year Number of complaints concerning “change in quality” for food products overall: 20% decrease over previous fiscal year
Providing products and services that contribute to customer health				
	<ul style="list-style-type: none"> Develop boxed lunches with consideration for health including low-sodium and low-calorie options <ul style="list-style-type: none"> Expand sales of such items to 10% of total boxed lunch's sales 	<ul style="list-style-type: none"> Percentage of sales of boxed lunches with consideration for health: 5.6% 	△	<ul style="list-style-type: none"> Percentage of sales of boxed lunches with consideration for health: 5.4%

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Update approx. 68,000 LEDs at 80 stores Switch approx. 3,000 exterior floodlights and mercury lamps to LEDs at 80 stores Install solar panels at 3 stores Conduct a test installation of an AI-controlled system for air conditioning and heat sources at 1 store Implement RE100 at the Ario Kameari store (the first off-site PPA in Japan) Plan solar carport installation 	<ul style="list-style-type: none"> Updated LEDs at 78 stores Updated at 21 stores Updated emergency lighting to LEDs at 42 stores 0 stores Not introduced Implemented RE100 starting in April Not introduced 	<ul style="list-style-type: none"> ○ ○ ○ × × ○ × 	<ul style="list-style-type: none"> Switch downlights to LEDs at 58 stores Install solar panels at 3 stores Test an AI-controlled system for air conditioning and heat sources at 1 store Look into the introduction of farming-type solar power generation Discuss installation of a solar carport at 1 store Test installation of waterless toilets at 1 store
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Food loss and waste: down by 33% from FY2013 Food waste recycling rate: 65.0% Encourage Seven Farms initiatives <ul style="list-style-type: none"> Expand acquisition of JGAP and other certification Reduce food losses by using out-of-spec products. Provide processed foods that use sustainable materials (circular agricultural products) 	<ul style="list-style-type: none"> Food loss and waste: down by 35.2% from FY2013 Food waste recycling rate: 66.9% Encouraged Seven Farms initiatives <ul style="list-style-type: none"> Number of farms with JGAP certification: 11 Used out-of-spec items in some products such as dressing and pickles 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> Food loss and waste: down by 35% from FY2013 Food waste recycling rate: 66% Encourage Seven Farms initiatives
Promoting a circular economy				
	<ul style="list-style-type: none"> Increase number of the stores with collection boxes permanently installed for food drive activities to 40 Promote PET bottle collection (21 t/year by each collection machine) Down collection <ul style="list-style-type: none"> Collect down futons and down jackets at target stores and promote development of products that reuse the recovered down Number of items collected: 1,300 (up 34% from the previous fiscal year, 968 items were collected in the previous fiscal year) Umbrella collection <ul style="list-style-type: none"> 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 Number of items collected: 15,000 	<ul style="list-style-type: none"> Number of stores with collection boxes permanently installed: 44 (as of February 28, 2022) Number of bottles collected: Approx. 119.23 million Number of down products collected: 2,531 Implemented clothing replacement campaign <ul style="list-style-type: none"> Implemented measures such as collecting clothing (women's, men's, and children's clothing) and converting them into products Number of items collected: 193,015 (as of February 28, 2022) Issued 260,000 coupons in October 2022 (use rate: 13.5%) Implemented an umbrella replacement campaign <ul style="list-style-type: none"> Number collected: 14,090 (as of February 28, 2022) 	<ul style="list-style-type: none"> ○ ○ ○ △ 	<ul style="list-style-type: none"> Increase number of the stores with collection boxes permanently installed for food drive activities to 70 Encourage in-store collection of PET bottles Down collection <ul style="list-style-type: none"> Increase collection of down futons and jackets with at least 50% down Implement clothing replacement campaigns <ul style="list-style-type: none"> June: new campaign 3R Promotion Month (October): Clothing and umbrella campaigns Also plan collection of bottles, towels, and other products
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Number of employees who pass the Eco Test (passing rate): 1,000 (targeted test takers as of June 2021: 1,194) (90%) Achieve 100% participation in e-learning to gain understanding of and promote the GREEN CHALLENGE 2050 	<ul style="list-style-type: none"> Number of employees who pass the Eco Test <ul style="list-style-type: none"> Cumulative total: 2,942 as of April 30, 2022 (824 persons had not passed as of February 2021) 	<ul style="list-style-type: none"> × 	<ul style="list-style-type: none"> Increase the Eco Test pass rate
Collaboration with NPOs, NGOs, and other organizations				
	<ul style="list-style-type: none"> 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 Stores with food drive collection boxes permanently installed: 40 	<ul style="list-style-type: none"> Stores with food drive collection boxes permanently installed <ul style="list-style-type: none"> Expanded to 44 stores (as of February 28, 2022) 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> Stores with food drive collection boxes permanently installed <ul style="list-style-type: none"> Plan for expansion to 70 stores

Sustainable procurement of raw materials							
<ul style="list-style-type: none"> Expand development of organic produce in the lineup of Traceable Vegetables with a Face of the Producer <ul style="list-style-type: none"> · 34 items in FY2020 plus 50 items in FY2021 · Increase stores with organic produce sections from about 30 to 80 by December 2021 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) 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) Acquire MSC and ASC CoC certification (October 2021) Expand the lineup of products that use recycled PET material (develop successor products to Seven Premium Body Cooler, dress shirts, and eco-umbrellas) 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) 	<ul style="list-style-type: none"> Organic produce development: 25 items Number of stores with organic produce areas: Due to the COVID-19 pandemic, production site visits could not be conducted, and only 73 stores have such areas Due to the COVID-19 pandemic, advance confirmation by instructions and final confirmation by reviewers were not possible, causing delays in progress. Planned expansion of production areas was not possible Started sales of summer yellowtail, Traceable Sea Urchin with the Face of the Producer, and Traceable Silver Salmon with the Face of the Producer as MEL certified products Number of products that use recycled PET: 155 product numbers (up 12 product numbers from the previous fiscal year) Following the Seven Premium Body Cooler, dress shirts, and eco-umbrellas, developed new products that use high-quality Turkish organic cotton Number of environmentally-conscious products: Expanded to 57 product numbers Number of products that use RENU recycled polyester material: 35 product numbers 	<ul style="list-style-type: none"> △ △ ○ × ○ ○ ○ ○ 	<ul style="list-style-type: none"> Expand percentage of produce sales that are Traceable Vegetables with the Face of the Producer to 35% Expand producers who have acquired JGAP certification to 240 Encourage acquisition of GAP instructor qualifications by MDs and SVs Cooperate with pork and egg production areas and business partners to expand JGAP ingredients with a focus on Traceable Meats with the Face of the Producer (Yamagata buta pork, Seven Premium egg, Hokkaido Yongenton pork) <ul style="list-style-type: none"> *There have been delays in screening and training Begin selling silver salmon from Iwate Prefecture as a Seven Fresh MEL certified product and selling sweet fish as an MEL certified product Acquire CoC certification for in-store processing of MSC and ASC products. Start with Atlantic salmon in the second half of the year Number of products that use recycled PET: 130 product numbers Expand cotton USA products that are eco-friendly materials Develop products that use wind-spun yarn, which reduces CO₂ by using wind power to spin the yarn Number of products that use RENU recycled polyester material: expand to 42 product numbers 				

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*2*3}	t-CO ₂	414,126	374,997	341,923
CO ₂ emissions from store operations ^{*1*3} (Environmental impact index ^{*4})	t-CO ₂ (t-CO ₂ /(Mm ² × 1,000 h))	391,680 (100)	353,469 (110)	319,690 (114)
CO ₂ emissions from delivery vehicles ^{*1*3}	t-CO ₂	22,158	21,287	22,002
Electricity consumption in store operations ^{*1}	GWh	701	645	614
Water usage in store operations ^{*1}	1,000m ³	5,842	4,795	4,747
Plastic bag usage (turndown rate) at all the sales floors ^{*5}	t (%)	1,730 (74.4)	825 (81.7)	595 (80.7)
Waste disposal	t	119,172	105,246	97,147
Food waste recycling rate	%	59.5	64.0	66.9

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

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

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

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

*5 Calculated as the weight of plastic shopping bags used on the entire sales floor excluding paper bags

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Child-rearing support activities				
	<ul style="list-style-type: none"> Maternal and child care counseling service Free child care counseling by midwives and public health nurses organized 5,400 times/year at 105 stores. Respond to 220,000 inquiries, the same as in FY2019 before the COVID-19 pandemic 	<ul style="list-style-type: none"> Conducted 4,943 times at 104 stores Although the FY2019 level was not achieved, implementation increased compared to FY2020, and responses were made to 130,000 inquiries 	△	<ul style="list-style-type: none"> Some customers refrained from using childcare counseling services to prevent the spread of COVID-19, and as a result, the top priority is satisfying those who need counseling rather than increasing the number of inquiries. Also, raise awareness of the counseling service including cooperation with government agencies.

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Diversity and Inclusion				
	<ul style="list-style-type: none"> 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%) 	<ul style="list-style-type: none"> Section manager level: 15.5% Team leader level: 33.3% 	○	<ul style="list-style-type: none"> Supporting active roles for women Despite concerns that the ratio of female managers will decrease due to store reorganization, maintain the ratio of female management employees at 15.0% on the section manager level and 32.0% on the team leader level
Achieving a Work-Life Balance				
	<ul style="list-style-type: none"> 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% 	<ul style="list-style-type: none"> Percentage of male employees taking childcare leave: 40.2% 	△	<ul style="list-style-type: none"> Achieve 50% of male employees taking childcare leave with an ultimate target of 100%
Development of human resources (overall)				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Introduced a video learning service with a focus on business management skills; approximately 900 employees voluntarily used the service. Many employees indicated that they are able to use what they learned in the field and in their work, and employee work motivation has improved 	○	<ul style="list-style-type: none"> Continue using the video learning service introduced in the previous fiscal year. Provide opportunities to learn a wide range of general business management skills not limited to in-house work and further encourage self-initiated learning by employees
Assuring occupational safety and health				
	<ul style="list-style-type: none"> 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 Conduct harassment training by changing the format and continuously implement awareness training for violators of work regulations Reduce annual working hours Total working hours by management employees: No more than 2,000 Reduce overtime hours Violations of Japanese Labor Standards Act Article 36: Zero Review details of discussions by store safety and health committees 	<ul style="list-style-type: none"> The number of work accidents was nearly flat The number of accidents decreased, but the number of accidents resulting in missed work did not decrease Continued to conduct harassment training, disclose disciplinary incidents at executive meetings, and raise awareness Total annual working hours by management employees: 1,990 The target of zero violations of Japanese Labor Standards Act Article 36 was not achieved 	<p>△</p> <p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> 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 Continue disclosing disciplinary incidents and training for managers Reduce annual working hours <ul style="list-style-type: none"> Total working hours by management employees: maintain at less than 2,000 hours Prioritize reducing the working hours of managers and supervisors Reduce overtime hours Violations of Japanese Labor Standards Act Article 36: Zero

Effective use of diverse human resources				
	<ul style="list-style-type: none"> • 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 • 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 • Percentage of employees with disabilities: 3.18% • Assign at least one counselor for people with disabilities to each store • Encourage the employment of seniors • Continue to provide opportunities for active roles by seniors and create environments that facilitate work • Encourage the active roles by foreign employees • Encourage acceptance of foreign technical intern trainees 	<ul style="list-style-type: none"> • Compiled Human Rights Reports seven times over the year 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 • Conducted level-specific training for new employees and new managerial appointees and human rights awareness training for all employees at new store openings (number of participants: approximately 240) • Percentage of employees with disabilities: 3.18% • Placement of counselors for people with disabilities at all stores was not achieved • Provided opportunities for learning regardless of age including development of online learning tools, encouraging participation in training, and promotion of correspondence courses • Acceptance of foreign technical intern trainees was postponed due to effects of the COVID-19 pandemic 	<p>○</p> <p>○</p> <p>○</p> <p>×</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> • In accordance with the Seven & i Group Human Rights Policy, continue issuing Human Rights Reports and share information to support accurate awareness and understanding of various human rights issues and our normalization efforts and works to develop employees who are able to respect human rights and diversity • In accordance with the Human Rights Policy, during level-specific training for new employees and new managerial appointees, share information with more realistic and easy-to-understand examples to raise awareness of the importance of taking the initiative to respect human rights and diversity as employees and executives • Percentage of employees with disabilities: 3.20% • Continue providing opportunities for learning regardless of age, expand educational opportunities, and encourage the employment of seniors • Resume acceptance of foreign technical intern trainees as soon as the environment allows for entry into Japan
Development of ideal working environment				
	<ul style="list-style-type: none"> • Promote knowledge and information concerning nursing care by holding periodic seminars and other means and expand consultation desks • 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 	<ul style="list-style-type: none"> • Periodically held nursing care seminars and raised awareness regarding nursing care • The retention rate for employees hired in FY2019 decreased slightly to 77.8%. Continue to encourage retention and growth through measures such as step-up training 	<p>○</p> <p>×</p>	<ul style="list-style-type: none"> • In addition to nursing care seminars, hold mental care seminars, step-up training, and other training that leads to retention and personal growth • Provide training and self-development programs intended not only to maintain the 3-year retention rate of employees hired as recent graduates but also to retain younger employees in their 20s and 30s and improve motivation for achieving personal growth

Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

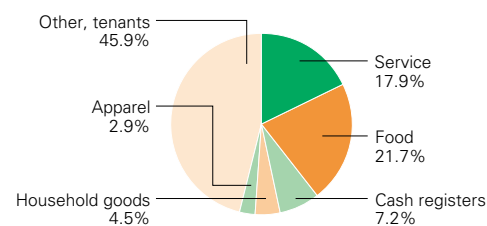
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> • Promote to implement COVID-19 countermeasures with emphasis • Investigation of the use of AI and IoT Preparations for launch in FY2022 (automated conversation programs (chat bots), interactive voice response systems (IVR), etc.) • Priority implementation of measures to make improvement regarding complaints about customer service, which have a strong human element • Number of complaints regarding customer service: 20% reduction over previous year 	<ul style="list-style-type: none"> • Implemented countermeasures based on governmental guidance In addition, implemented original measures to reinforce infection prevention (disinfection of hand baskets, switching from vinyl curtains to acrylic boards, one-way traffic, installation of priority cash registers, etc.) • Continued investigation of chat about introduction and completed introduction of IVR with the exception of Ario and some regional stores • With the organizational changes implemented in September 2021, new customer service managers were appointed at individual stores (57 persons as of July 2022) · Reinforced education to improve service • Number of complaints regarding customer service: 25% reduction over previous year 	<p>○</p>	<ul style="list-style-type: none"> • Continue to implement measures to prevent the spread of COVID-19 while monitoring social conditions • Utilize AI and IoT • Number of complaints regarding customer service: 20% reduction over previous year
Understanding customer needs				
	<ul style="list-style-type: none"> • Expansion of in-store surveys by lifestyle advisors · Share opinions gathered from customers through in-store surveys conducted on a weekly basis with relevant departments · Expand the number of stores where surveys are conducted to 15 in FY2021 (surveys were conducted in 10 stores in the previous fiscal year) 	<ul style="list-style-type: none"> • Continued measures to prevent the spread of COVID-19, and as a result, did not to increase stores where surveys are conducted and maintained at 10 stores · Conducted market research on competitors as a measure to address the decrease 	<p>○</p>	<ul style="list-style-type: none"> • Investigate expanding survey stores to 15 while taking into consideration COVID-19 conditions

Data from Customer Support

The total number of inquiries received in FY2021 fell to 73.6% of the figure from FY2020, when there was an extremely large number of inquiries concerning countermeasures against COVID-19. Dissatisfaction with customer service decreased to 75% of the level from the previous fiscal year. To resolve customer dissatisfaction as much as possible, we will analyze the causes of complaints and take steps to prevent reoccurrence.

Breakdown of inquiries by category for FY2021
Inquiries received: 33,151
(down 26.4% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Strengthening Enactment of Business Partner Action Guidelines				
	<ul style="list-style-type: none"> Building sustainable supply chains Request that suppliers understand and follow the Seven & 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 	<ul style="list-style-type: none"> Percentage of A, B, and C ratings: 86.3% (a 4% increase year-on-year) The rates increased for both direct imports from overseas and the overseas production plan of domestic suppliers, but there were only one E rating and 12 D ratings 	×	<ul style="list-style-type: none"> Building sustainable supply chains Continue to request that suppliers understand and follow the Seven & i Group Business Partner Sustainable Action Guidelines and cooperate with CSR audits. Take action with targets of achieving 30% A and B ratings and no D and E ratings in CSR audits
Solving social issues through our business				
	<ul style="list-style-type: none"> Create new value using store infrastructure (setting up COVID-19 vaccination sites and My Number Card, or personal ID card in Japan, promotion booths) Develop ethical products 	<ul style="list-style-type: none"> Set up COVID-19 vaccination sites at five stores and provided store infrastructure as vaccination reservation sites. In addition, provided food and other assistance to those receiving medical care at home. Actively developed products that will lead to the creation of a circular economy, Cooperated with business partners to take action as collection sites for used clothing that is used in RENU, Bring, and other products 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Promote further development of products and take other measures in collaboration with business partners including circular economy practices, reduction of plastic use and clothing and umbrella replacement campaigns
Expanding services as a form of social infrastructure				
	<ul style="list-style-type: none"> 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: 3 (total of 61 local governments) 	<ul style="list-style-type: none"> Entered into six new comprehensive alliance agreements and one comprehensive wide-area partnership agreement, increasing the number of local governments with which agreements have been signed to 79 Comprehensive alliance agreements with six local governments: Edogawa-ku, Kashiwa City, Shizuoka City, Kakogawa City, Koriyama City, and Matsudo City Wide-area partnership agreements Koriyama Wide Area Partnership Agreement (Koriyama City, Sukagawa City, Nihonmatsu City, Tamura City, Motomiya City, Otama Village, Kagamiishi Town, Tenei Village, Inawashiro Town, Ishikawa Town, Tamakawa Village, Hirata Village, Asakawa Town, Furudono Town, Miharuru Town, Ono Town, and Bandai Town) 	○	<ul style="list-style-type: none"> Include new agreements with additional local governments (for a total of 82 local governments) Conduct meetings to exchange information with local governments to promote ongoing efforts with the local governments with which agreements have been concluded Contribute to the SDGS by implementing measures with various stakeholders by strengthening collaboration even further

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		5,995
	Male	4,186
	Female	1,809
Part-time staff*2		16,683
	Male	2,771
	Female	13,912
Number of employees (full-time employees + part-time staff)		22,678
	Male	6,957
	Female	15,721
New graduate employees hired		74
	Male	36
	Female	38
Mid-career employees hired		7
	Male	4
	Female	3

	FY2019	FY2020	FY2021	
Average length of service (full-time employees)	23 years 2 months	23 years 5 months	24 years 9 months	
Number of full-time employees who took childcare leave (males, part-time staff)*3	186 (6, 90)	186 (7, 120)	193 (4, 97)	
Number of full-time employees who took nursing care leave (males, part-time staff)*3	26 (5, 17)	34 (2, 26)	25 (1, 23)	
Number of volunteer leave recipients	7	7	6	
Number of female managers (percentage)*4	751 (26.1%)	701 (27.6%)	490 (23.1%)	
	Team leader	666 (31.0%)	625 (31.9%)	410 (26.2%)
	Section manager	65 (13.0%)	55 (13.9%)	54 (15.5%)
	Division manager	20 (8.9%)	21 (11.4%)	26 (12.1%)
	Corporate officer*5	1 (4.2%)	3 (13.0%)	4 (16.7%)
Percentage of employees with disabilities*6	3.15%	3.19%	3.21%	
Percentage of paid leave taken by full-time employees	32.8%	45.1%	47.2%	
Frequency rate of workplace accidents	1.37	1.53	1.41	
Severity rate of workplace accidents	0.03	0.04	0.05	

*1 The figure includes 642 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.

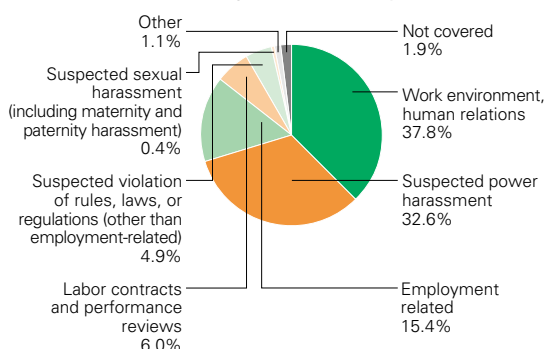
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

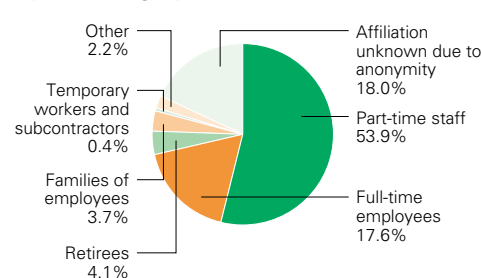
Data from Helpline for Employees

The number of reports in FY2021 decreased to 78.5% the level of the previous fiscal year, but the number of reports relating to harassment remained high. We will continue to conduct regular harassment training for managerial employees and engage in effective communication in an effort to create work environments that facilitate work.

Breakdown of reports by category for FY2021 Reports received: 267 (down 21.5% from the previous fiscal year)



By user category



Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> 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 Steadily review the details of agreements with local governments concluded in the past and ensure that they are effective 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 	<ul style="list-style-type: none"> Held disaster preparedness meetings with the relevant departments once each quarter to reinforce collaboration by sharing information on issues Reviewed the details of agreements with five organizations including local governments and updated agreements according to actual circumstances Participated in remote meetings held by local governments and in drills on transmitting information to anticipation of a disaster During the COVID-19 pandemic, supplied food and daily necessities to lodging facilities for individuals with mild symptoms or who are asymptomatic in Fukushima prefecture Provided food Kanagawa Prefecture firefighters who provided support in response to the landslide disaster in the Izusan district of Atami City Supply clothing and daily necessities to Aomori Prefecture in response to flooding in Kazamaura Village, located in the northern portion of the Shimokita Peninsula in Aomori Prefecture in August 2021 	○	<ul style="list-style-type: none"> Comprehensively notify employees about business continuity plans through drills and improve internal disaster response capabilities Implement an exchange of opinions with respective government agencies and local authorities regarding disaster response, and further strengthen collaborations In addition to concluding agreements, actively participate in disaster prevention drills and meetings held by local government and establish systems for providing appropriate local support during disasters

Disaster Reconstruction Support

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Social contribution activity expenditures				
	<ul style="list-style-type: none"> 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 Social contribution activity expenditures: up 10% from the previous fiscal year *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 Total amount collected through donation boxes installed at the registers of all stores: 31.5 million yen (up 7% from the previous fiscal year) 	<ul style="list-style-type: none"> Social contribution activity expenditures: up 146.68% from the previous fiscal year Cumulative amount of all cash register donations in FY2021: 21,983,841 yen (a decrease of 33.2% from the previous year) 	○ ×	<ul style="list-style-type: none"> Contribute to the development of local communities and the creation of enriching living environments through our business and continue to support society by making appropriate donations and other means, taking into consideration social and public aspects. Search for new initiatives in the with-COVID-19 era Social contribution activity expenditures: up 10% from the previous fiscal year *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 Total amount collected through donation boxes installed at the registers of all stores: 25 million yen (up 13% from the previous fiscal year) Investigate installation of collection boxes compatible with semi-self-checkout and self-checkout registers
Support for disaster recovery through Bellmark activities				
	<ul style="list-style-type: none"> 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) Collection target: 3 million points (cumulative total of 18 million points) 	<p>In FY2021, collected 2.53 million points at stores for a cumulative total of 17.53 million points</p>	△	<ul style="list-style-type: none"> Sign an agreement with Kirin Beverage Company, Limited and launch new initiatives to support education in disaster-stricken areas in Japan through the new Mirai Kakehashi Project starting with the Tohoku Kakehashi Project <p>In FY2022, collect 4 million points at stores for a cumulative total of 21.5 million points</p>

York-Benimaru Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2022: 237

Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Promoting regional development				
	<ul style="list-style-type: none"> Continue to hold Opening Anniversary Festivals at each store 	<ul style="list-style-type: none"> Continue to hold Opening Anniversary Festivals at each store 	○	<ul style="list-style-type: none"> Continue to hold Opening Anniversary Festivals at each store
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> Cooperate in the "Kodomo 110 Ban no Mise" initiative at new stores 	<ul style="list-style-type: none"> Cooperated in "Kodomo 110 Ban no Mise" initiative 	○	<ul style="list-style-type: none"> Continue to extend cooperation for the "Kodomo 110 Ban no Mise" initiative, including at new stores

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Sales for private-brand three-star vegetables/fruits (existing stores): up 7.4% from the previous fiscal year 	<ul style="list-style-type: none"> Up 0.3% from the previous fiscal year 	△	<ul style="list-style-type: none"> Sales for private-brand three-star vegetables/fruits (existing stores): up 5.1% from the previous fiscal year
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Expand the number of new stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. 	<ul style="list-style-type: none"> Number of stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 128 	○	<ul style="list-style-type: none"> Expand the number of new stores that apply the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Electricity consumption (existing stores): down 2.6% from the previous fiscal year Installation of solar power generation facility: 10 stores (Annual CO₂ reduction of 2,000t) 	<ul style="list-style-type: none"> Down 2.7% from the previous fiscal year 13 stores (Annual CO₂ reduction of 1,878t) 	○ △	<ul style="list-style-type: none"> Electricity consumption (existing stores): down 4.8% from the previous fiscal year Installation of solar power generation facility: 20 stores (Annual CO₂ reduction of 3,101t) CO₂-free electricity procurement (Annual CO₂ reduction of 9,520t)

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*}	t-CO ₂	192,650	192,766	208,685
CO ₂ emissions from store operations (per store) ^{*1*}	t-CO ₂	174,464 (755)	173,804 (733)	169,294 (705)
CO ₂ emissions from delivery vehicles ^{*1*}	t-CO ₂	17,868	18,518	18,026
Electricity consumption in store operations ^{*1}	GWh	336	340	364
Water usage in store operations ^{*4}	1,000m ³	1,072	1,044	1,010
Plastic bag usage (turndown rate) at the food section	t (%)	496 (72.6)	337 (82.0)	286 (83.1)
Waste disposal (recycling rate) ^{*4}	t (%)	52,953 (52.1)	54,572 (55.6)	50,403 (62.1)
Food waste recycling rate ^{*4}	%	58.1	60.5	68.0

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

*2 The data represents CO₂ emissions stemming from the use of energy for store, Head Office, training center and logistics center operations and by delivery trucks. Also, data for FY2021 includes CO₂ emissions from the operations of food factories.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

*4 The period of the calculations was from April to March. Further, the food waste recycling rate associated with the operation of food factories is reflected only for March 2022.

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources				
	<ul style="list-style-type: none"> 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 Number of employees that successfully pass technical certification (beginner): 1,313 Number of employees in charge of order placement to undergo training (levels 4 & 5): 231 Number of power harassment prevention trainings: 91 times in 7 departments in 14 zones 	<ul style="list-style-type: none"> 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 Number of employees that successfully pass technical certification (beginner): 1,333 Number of employees in charge of order placement to undergo training (levels 4 & 5): 275 Number of power harassment prevention trainings: 91 times in 7 departments in 14 zones 	— ○ ○ ○	<ul style="list-style-type: none"> Provide educational opportunities that emphasize versatility and efficiency by focusing on students' "level of comprehension" and making proper use of both group and web-based formats. Number of employees that successfully pass technical certification (beginner): 1,918 Number of employees in charge of order placement to undergo training (selling price) (levels 4 & 5): 244 Number of power harassment prevention trainings: 154 times in 14 zones ×(3 managers+7 departments)
Achieving a work-life balance				
	<ul style="list-style-type: none"> Annual number of paid leave days taken (full-time employees): 10 days 	<ul style="list-style-type: none"> Annual number of paid leave days taken (full-time employees): 8.6 days 	×	<ul style="list-style-type: none"> Annual number of paid leave days taken (full-time employees): 10 days
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Number of workplace accidents per year: down 10% from the previous fiscal year 	<ul style="list-style-type: none"> Down 17% from the previous fiscal year 	○	<ul style="list-style-type: none"> Number of workplace accidents per year: down 10% from the previous fiscal year
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Promote an executive training curriculum and achieve a percentage of female managers (team leaders) of 28% 	<ul style="list-style-type: none"> Percentage of female managers (team leaders): 24.5% 	○	<ul style="list-style-type: none"> Achieve a percentage of female managers (team leaders) of 37% *Figures are subject to change due to merger with former Life Foods

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		3,095
	Male	2,622
	Female	473
Part-time staff*2		12,513
	Male	1,608
	Female	10,905
Number of employees (full-time employees + part-time staff)		15,608
	Male	4,230
	Female	11,378
New graduate employees hired		138
	Male	87
	Female	51
Mid-career employees hired		0
	Male	0
	Female	0

	FY2019	FY2020	FY2021
Average length of service (full-time employees)	14 years 8 months	15 years 0 month	16 years 0 month
Number of full-time employees who took childcare leave (males, part-time staff)*3	196 (0, 170)	205 (0, 177)	201 (1, 175)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	5 (0, 5)	6 (0, 6)	34 (2, 33)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	604 (25.4%)	614 (24.9%)	617 (24.6%)
Team leader	381 (25.3%)	390 (26.4%)	386 (25.9%)
Section manager	207 (36.4%)	208 (31.1%)	209 (36.2%)
Division manager	16 (5.3%)	16 (5.2%)	22 (5.1%)
Corporate officer*5	2 (6.9%)	2 (6.9%)	2 (5.7%)
Percentage of employees with disabilities*6	3.10%	3.12%	3.39%
Percentage of paid leave taken by full-time employees	40.0%	50.0%	46.2%
Frequency rate of workplace accidents	3.58	3.40	3.59
Severity rate of workplace accidents	0.01	0.01	0.14

*1 The figure includes 252 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.

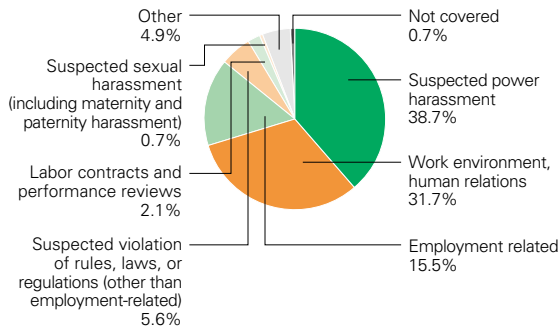
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

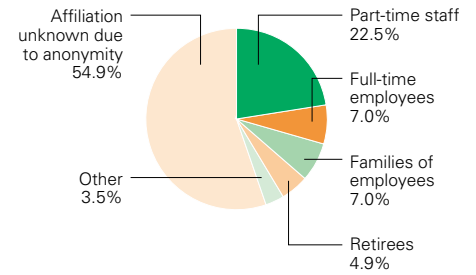
Data from Helpline for Employees

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 FY2021
Reports received: 142
(up 8.4% from the previous fiscal year)



By user category

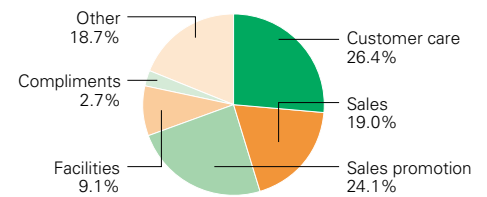


Create an ethical society through dialogue and collaboration with customers

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 FY2021
Inquiries received: 3,720
(down 6.3% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Community support	<ul style="list-style-type: none"> Continue blood donation activities as the secretariat of Heartful Saturday, a blood donation event that has been held since 1990, mainly for suppliers in Fukushima Prefecture. 	<ul style="list-style-type: none"> Number of Heartful Saturday blood donors: 304 	○	<ul style="list-style-type: none"> Continue blood donation activities

Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters	<ul style="list-style-type: none"> Consider cooperating with local governments who request the conclusion of disaster management agreements, etc. 	<ul style="list-style-type: none"> Concluded a disaster prevention agreement with three new local governments 	○	<ul style="list-style-type: none"> Consider cooperating with local governments who request the conclusion of disaster management agreements, etc.

Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing services to a wide range of customers				
	<ul style="list-style-type: none"> Implement small-scale courses/e-learning courses on training people to care for dementia patients 	<ul style="list-style-type: none"> Implemented courses on training people to care for dementia patients making active use of remote learning. Trained a total of 214 new employees and part-time workers at new stores 	△	<ul style="list-style-type: none"> Hold courses on training people to care for dementia patients for new employees and part-time workers at new stores making active use of remote learning

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> 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 Hold meetings twice annually between Head Office quality control staff and HACCP team members at all stores Check on operations of sanitation equipment (Purester water) on inspection tours of all stores in the old Tokyo metropolitan area 	<ul style="list-style-type: none"> Implemented training on quality control and hygiene management at monthly store supervisor meetings. In addition to initial planned topics, responded to incidences of labeling mishaps for products produced in stores following the introduction of a reporting system for voluntary recall in June Not implemented due to restrictions on store visits under the COVID-19 pandemic Performed checks on sanitation equipment (including Purester water start-up inspections), confirmed status of cleaning operations, and offered guidance as required as agenda item in internal audits of stores by quality control staff from Head Office. However, half the number of checks were performed due to COVID-19 	<p>○</p> <p>×</p> <p>△</p>	<ul style="list-style-type: none"> Share issues with sales business department and each product department and collaborate with them to imbed and manage HACCP Use HACCP spreadsheets to manage employee hygiene and cleaning operations, manage raw materials, and manage labeling. In addition, have Head Office quality control staff conduct quarterly patrols at stores Share issues with each sales department and implement responses Issue requests for investigative follow-up on the causes of accidents and proposed measures to prevent reoccurrence to manufacturers of products which have been subject to customer claims as a response to product-related accidents
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Upgrade the sitting areas named "Fureai Corner" at renovated stores in consideration of the spread of COVID-19 Continue use of anti-slip ceramic tiles as store flooring material (1 new store) 	<ul style="list-style-type: none"> Implemented measures to prevent infections with COVID-19, including bans on eating and drinking and closed-off areas at "Fureai Corner." Established new "Fureai Corner" outfitted with equipment to prevent infections at two new stores Set up anti-slip ceramic tiles as store flooring material (1 new store) 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Set up "Fureai Corner" with measures in place to prevent infections at two new stores Set up anti-slip ceramic tiles as store flooring material (2 new stores)
Providing appropriate information				
	<ul style="list-style-type: none"> 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 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 Conduct food hygiene and labelling training 5 times a year via e-learning 	<ul style="list-style-type: none"> Implemented store audits as planned in both the first and second half of the year, while confirming the status of infections with COVID-19. Shared information on stores with issues with the sales business department and checked on improvements Sent weekly HACCP-related information on hygiene management, freshness management, allergy labeling, etc. to stores. Shared information summarized onto a single page to allow prompt understanding by stores on weekly themes, by utilizing pictures and illustrations Conducted 5 times over the year as planned 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Share outcomes of store audits with sales business department on a weekly basis and strive to institute improvements. Share information with personnel and quality control sections if there are any issues with quality and hygiene or labor management. Encourage stores to complete self-inspections to enhance baseline standards for store management Send weekly HACCP-related information on hygiene management, freshness management, allergy labeling, etc. to stores Prepare 12 themed video training tools and implement training in the first half of the year. Make improvements in the second half of the year by means of PDCA (Plan-Do-Check-Act)

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> Set up BEMS* at all store locations including new ones *Building Energy Management System 	<ul style="list-style-type: none"> Set up BEMS at all stores except Comfort Market 	○	<ul style="list-style-type: none"> Set up BEMS at all stores except Comfort Market
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Introduce reach-in multi-level refrigerated cases: 1 store Install solar power generation facility: 4 stores Install air conditioning and heating control systems using AI: 1 store 	<ul style="list-style-type: none"> Installation of reach-in cases: 2 stores Solar power generation facility: 4 stores Air conditioning and heating control systems using AI: Not completed 	<p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> Replace LED lighting: 12 store locations Install solar power generation facility: 4 stores Monitor over-cooling using refrigeration control systems: 10 store locations
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Food waste recycling rate: 60% (companywide) Plastic bag turndown rate: 82.0% Plastic bag usage weight: down by 15% from previous year 	<ul style="list-style-type: none"> Food waste recycling rate: 66.7% (companywide) Plastic bag turndown rate: 81.5% Plastic bag usage weight: down by 26.2% from previous year 	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Food waste recycling rate: 66.7% (companywide) Plastic bag turndown rate: 82.5% Plastic bag usage weight: down by 8% from previous year
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Number of employees who pass the Eco Test: 110 	<ul style="list-style-type: none"> Number of employees who pass the test: 88 	△	<ul style="list-style-type: none"> Number of employees who pass the Eco Test: 140

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*}	t-CO ₂	54,891	63,416	64,152
CO ₂ emissions from store operations (per store) ^{*1*}	t-CO ₂	54,852 (660)	63,377 (615)	64,113 (629)
Electricity consumption in store operations ^{*1}	GWh	115	136	142
Water usage in store operations ^{*1}	1,000m ³	483	577	588
Plastic bag turndown rate at the food section	%	54.5	78.9	81.5
Waste disposal (recycling rate)	t (%)	20,097 (80.2)	23,978 (72.1)	22,810 (66.8)
Food waste recycling rate	%	64.2	59.2	66.7

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

*2 The data represents CO₂ emissions stemming from the use of energy for store and Head Office operations.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Supporting Career Education				
	<ul style="list-style-type: none"> Hold observation tours for teachers and provide CSR leaflets proactively 	<ul style="list-style-type: none"> Held observation tours for teachers and provide CSR leaflets proactively 	△	<ul style="list-style-type: none"> Hold observation tours and interactive lessons for elementary and junior high school students making active use of remote learning with consideration to the status of infections with COVID-19

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources				
	<ul style="list-style-type: none"> Develop a remote training environment. Also develop and apply educational content for store managers Develop and apply educational content for new employees 	<ul style="list-style-type: none"> Established training system for store managers, assistant store managers, and other management tier employees, and commenced remote training Consolidated training system for new employees, and commenced remote training on common foundational topics 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Expand level-specific training using training system <ul style="list-style-type: none"> Create a framework to nurture next generation leaders for supervisor-level employees Create a training system for each individual at part-time employee level
Achieving a work-life balance				
	<ul style="list-style-type: none"> Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours 	<ul style="list-style-type: none"> Reduced by 9.5% from the previous fiscal year 	△	<ul style="list-style-type: none"> Average number of overtime hours down by 10% from the previous fiscal year, to cut down total work hours
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Give notification of causes of and responses to workplace accidents and reduce workplace accidents requiring missed workdays 	<ul style="list-style-type: none"> Frequency rate of workplace accidents: 3.74 (the previous fiscal year: 4.11) Severity rate of workplace accidents: 0.07 (the previous fiscal year: 0.10) Number of workdays missed: 992 (the previous fiscal year: 1,407) 	<p>△</p> <p>△</p> <p>△</p>	<ul style="list-style-type: none"> Give notification of causes of and responses to workplace accidents and reduce workplace accidents requiring missed workdays
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Employees appointed as expert employees: 15 Employees appointed as full-time employees: 15 Number of females appointed in management roles: 4 Percentage of female managers: 25% 	<ul style="list-style-type: none"> Employees appointed as expert employees: 10 Employees appointed as full-time employees: 7 Number of females appointed in management roles: 3 Percentage of female managers: 17.4% 	<p>×</p> <p>×</p> <p>△</p> <p>×</p>	<ul style="list-style-type: none"> Employees appointed as expert employees: 15 Employees appointed as full-time employees: 15 Number of females appointed in management roles: 4 Percentage of female managers: 25%
Supporting childcare and elderly				
	<ul style="list-style-type: none"> Increase users of the child caring program "Re-challenge Plan" to reduce resignations Disseminate information about the "Re-challenge Plan" via the internal newsletter featuring the experience of program users Hold orientation for employees returning to work after childcare leave either in person or online 	<ul style="list-style-type: none"> Number of resignations among users of "Re-challenge Plan" remained unchanged (FY2020: 3, FY2021: 2) Included an overview of the system and experiential accounts by system users in the internal newsletter Cancelled orientations due to the COVID-19 pandemic. Sent internal information and shared current statuses by post once every two to three months 	<p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> Increase users of the child caring program "Re-challenge Plan" to reduce resignations Disseminate information about the "Re-challenge Plan" via the internal newsletter featuring the experience of program users Hold orientation for employees returning to work after childcare leave either in person or online

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees ^{*1}		1,656
	Male	1,294
	Female	362
Part-time staff ^{*2}		5,584
	Male	1,449
	Female	4,135
Number of employees (full-time employees + part-time staff)		7,240
	Male	2,743
	Female	4,497
New graduate employees hired		102
	Male	57
	Female	45
Mid-career employees hired		2
	Male	2
	Female	0

	FY2019	FY2020	FY2021
Average length of service (full-time employees)	15 years 7 months	15 years 1 month	15 years 7 month
Number of full-time employees who took childcare leave (males, part-time staff) ^{*3}	41 (0, 23)	40 (0, 27)	56 (0, 32)
Number of full-time employees who took nursing care leave (males, part-time staff) ^{*3}	0 (0, 0)	1 (1, 0)	3 (1, 2)
Number of volunteer leave recipients	2	0	0
Number of female managers (percentage) ^{*4}	213 (24.7%)	226 (21.5%)	210 (17.4%)
	Team leader	167 (24.6%)	150 (24.3%)
	Section manager	50 (23.0%)	47 (18.0%)
	Division manager	8 (6.7%)	9 (6.2%)
	Corporate officer ^{*5}	2 (11.1%)	2 (9.5%)
Percentage of employees with disabilities ^{*6}	2.30%	2.04%	2.38%
Percentage of paid leave taken by full-time employees	34.6%	36.9%	43.6%
Frequency rate of workplace accidents	2.46	4.11	3.74
Severity rate of workplace accidents	0.06	0.10	0.07

*1 The figure includes 105 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.

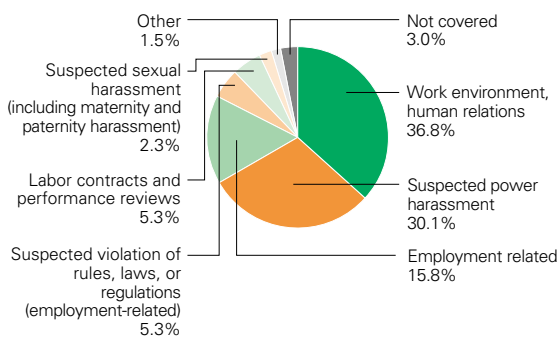
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

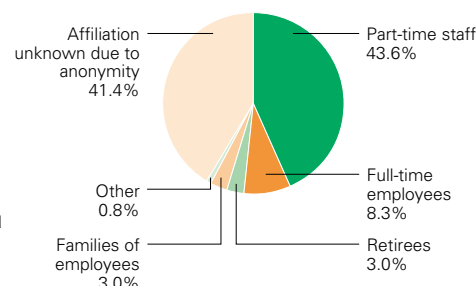
Data from Helpline for Employees

There was a slight decrease in the number of reports from the previous fiscal year. Reports falling under the categories "Work environment, human relations" and "Suspected power harassment," which accounted for around 70% of those received, were largely attributable to issues in day-to-day communication. The entire Seven & i Group is working to build a better company by finding solutions on reports received, while improving on specific points for issues that should be regarded as Group-wide.

Breakdown of reports by category for FY2021 Reports received: 133 (down 2.2% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

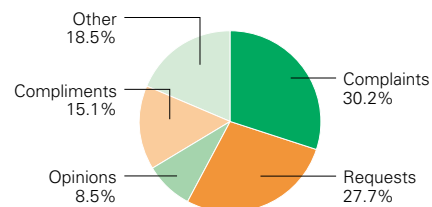
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions	<ul style="list-style-type: none"> 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 Address customer opinions regarding countermeasures against COVID-19, ensuring that stores can provide an environment where customers are able to shop with confidence 	<ul style="list-style-type: none"> Gathered opinions weekly to share with both management and store employees and maintained the system to promptly answer to customers' requests as well as any complaints Conducted training on three occasions for store managers and assistant store managers in collaboration with all Group companies. Responses to customer complaints remains an ongoing issue 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> 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 Conduct training on three occasions for store managers and assistant store managers in collaboration with all Group companies. Conduct training making active use of video training tools for store employees by managerial role

Data from Customer Support

A total of 8,067 inquiries were received in FY2021, down 8.5% from the previous fiscal year. Despite a decrease in inquiries related to changes to business hours implemented as a countermeasure to COVID-19 and infectious diseases there were 2,435 "complaints," many of which related to product quality, sold-out goods, and customer service. We will also actively enhance our contact systems for fielding inquiries, given the increasing number of requests related to new services, such as app-based sales promotions and self-checkouts.

Breakdown of inquiries by category for FY2021 Inquiries received: 8,067 (down 8.5% from the previous fiscal year)



Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Participated in crime-prevention patrol in partnership with local businesses and police officials Shared information with other companies, on specific concerns, primarily regarding anti-social forces, as members of the Special Violence Prevention Council and the Violence and Crime Prevention Council 	○	<ul style="list-style-type: none"> Strengthen communication with the police officials in collaboration with local businesses
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Continue inspections of stores and equipment from a universal design perspective 	<ul style="list-style-type: none"> Verified restroom layouts and reflected them in renovations (133 million yen renovations of Yokohama store toilets) 	○	<ul style="list-style-type: none"> Continue inspections of stores and equipment from a universal design perspective

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Continue initiatives to improve hygiene management knowledge including HACCP 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 Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories Continue webinar training and e-learning to improve employee skills 	<ul style="list-style-type: none"> OJT implemented for foodstuffs department employees and business partner employees by hygiene management supervisors at each store Clarified any issues by way of a biannual inspection conducted by specialized organizations, and implemented improvement projects through collaboration between Store Product Quality Management Committees and hygiene management supervisors Sample verification tests of baby apparel and seasonal goods implemented by specialized institutions Conducted quality control webinar training as well as e-learning workshops 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Bolster initiatives to improve hygiene management knowledge including HACCP, as well as knowledge of labeling 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 Continue to have sample verification tests performed by a specialized institution on products in the clothing and general goods categories Conduct training by employee rank to improve employee skills
Providing appropriate information				
	<ul style="list-style-type: none"> Cooperate with specialized institution to check and inspect labeling of sales areas. Continue to implement appropriate labeling and information disclosure 	<ul style="list-style-type: none"> Implemented label checking and inspection of sales areas biannually by specialized institution 	○	<ul style="list-style-type: none"> Implement label checking and inspection of sales area biannually by specialized institution. Continue to implement appropriate labeling

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> Expand good points (high evaluation) in periodic ISO 14001 audits and continue to maintain 0 deficiencies 	<ul style="list-style-type: none"> Strong point: 1 Good points: 5 Items pointed out: 0 	○	<ul style="list-style-type: none"> Important items pointed out in ISO14001 renewal audit: 0 (unchanged)
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Energy consumption: reduce by 2% compared to FY2019 (on an existing store basis) Continue to switch to efficient machinery for obsolete facilities, etc. and introduce LED lighting 	<ul style="list-style-type: none"> Cut by 6.2% due to reduced business hours and other means Installed LED lighting in four stores (178 million yen) Installed air conditioners to replace obsolete systems in five stores (246 million yen) 	○ ○	<ul style="list-style-type: none"> Energy consumption: reduce by 3% compared to FY2019 (on an existing store basis) Continue to switch to efficient machinery for obsolete facilities, etc. and introduce LED lighting
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Food waste recycling rate: 74.6% (up 2.0% from FY2019) Waste recycling rate: 72.0% (up 1.8% from FY2019) Continue to improve waste recycling rate through more thorough separation of waste 	<ul style="list-style-type: none"> Food recycling rate: 82.8% Waste recycling rate: 73.9% 	○ ○	<ul style="list-style-type: none"> Step up food loss reduction initiatives Food waste (amount generated per million yen of sales): 29.0 kg/ million yen Reduce waste plastic generation Waste volume: 950 tons (down 1.5 tons on previous year) Reduce plastic grocery bag Annual volume: 30 tons (down 2.2 tons on previous year)
Providing sustainable products				
	<ul style="list-style-type: none"> Continue to propose products with certification symbols such as Alaska Seafood 	<ul style="list-style-type: none"> Conducted Alaska Sustainable Seafood fair at each store and listed the products in mid-year gift and winter gift catalogs 	○	<ul style="list-style-type: none"> Continue to provide sustainable products such as Alaska Seafood
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Provide environmental education to all employees Number of employees who pass the Eco Test: 70 (pass rate: 90%) Implement the CSV Idea Competition and plan prize-giving event 	<ul style="list-style-type: none"> Provided e-learning on the subject of the environment and DVD training to all employees (from July to August 2021) Number of employees who pass the Eco Test: 108 (pass rate: 87.1%) Achieved four projects originating with employee ideas 	○ ○ ○	<ul style="list-style-type: none"> Provide environmental education to all employees Number of employees who pass the Eco Test: 50

Environmental Data

	Unit	FY2019	FY2020	FY2021
Number of stores	Stores	15	15	10
CO ₂ emissions ^{*1*}	t-CO ₂	116,173	96,947	86,750
CO ₂ emissions from store operations ^{*1*}	t-CO ₂	115,753	96,565	86,451
Electricity consumption in store operations ^{*1}	GWh	211	178	160
Water usage in store operations ^{*1}	1,000m ³	1,583	1,160	1,084
Consumption of container and packaging materials	t	1,281	719	330
Waste disposal (recycling rate)	t (%)	21,060 (70.2)	14,129 (71.2)	12,532 (73.9)
Food waste recycling rate	%	72.6	77.8	82.8

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

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

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> 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 Newly foster specialty sales personnel to support customers <ul style="list-style-type: none"> Shopping supporters for the elderly and people with disabilities: 10 Dementia supporters: cumulative total: 5,300 	<ul style="list-style-type: none"> Group-format events and lectures canceled as part of steps to curb the COVID-19 pandemic, individual consultations held instead Employees did not participate in external seminars as part of steps to curb the COVID-19 pandemic, in-house training held on a smaller scale <ul style="list-style-type: none"> "Heartful advisor" training: suspended Dementia supporters: cumulative total: 5,148 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> Continue with Pre-Mama Stations and Counters, hold participation-based classes and lectures Increase the number of dementia supporters, especially amongst new employees <ul style="list-style-type: none"> Dementia supporters: cumulative total: 5,200

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Assistance on childcare				
	<ul style="list-style-type: none"> Percentage of childcare leave taken by male employees: 15.0% 	<ul style="list-style-type: none"> Percentage of childcare leave taken by male employees: 50.0% 	○	<ul style="list-style-type: none"> Percentage of childcare leave taken by male employees: 50.0%
Development of human resources				
	<ul style="list-style-type: none"> Support on attendance for various kinds of employee training <ul style="list-style-type: none"> Fundamental training using videos (ClipLine) New employees: 67 GLOBIS All-you-can-learn seminar Total number of people completing the course: 800 	<ul style="list-style-type: none"> Number of various training takers <ul style="list-style-type: none"> Fundamental training using videos (ClipLine) New employees: 67 GLOBIS All-you-can-learn seminar Total number of people completing the course: 980 	○	<ul style="list-style-type: none"> Support on attendance for various kinds of employee training <ul style="list-style-type: none"> Fundamental training using videos (ClipLine) New employees in 2022: 29 GLOBIS All-you-can-learn seminar Total number of people completing the course: 1,200 SC management operations course Total number of people completing the course: 300
Achieving a work-life balance				
	<ul style="list-style-type: none"> Annual total working hours: 1,871.3 hours (average monthly overtime per employee: 6.25 hours) Percentage of annual paid leave taken: 50.0% 	<ul style="list-style-type: none"> Annual total working hours: 1865.3 hours (average monthly overtime per employee: 10.3 hours, special leave taken due to COVID-19: down 80 hours for year) Percentage of annual paid leave taken: 36.1% 	○	<ul style="list-style-type: none"> Annual total working hours: 1912.5 hours (average monthly overtime per employee: 10.0 hours) Percentage of annual paid leave taken: 50.0%
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Provide healthy meal options at employee cafeterias and implement online mental health training 	<ul style="list-style-type: none"> Implemented health campaign tie-up program with employee cafeteria for obese individuals, based on health exam results. 70% of participants lost weight (2 kgs or more) 	○	<ul style="list-style-type: none"> Implement group analysis subsequent to stress checks, and hold mental health seminars
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Encourage promotion of limited store staff in response to diversification in work styles: 20 Percentage of female managers (section manager): 20.0% 	<ul style="list-style-type: none"> Encourage promotion of limited store staff: 8 Percentage of female managers (section manager): 13.4% (25, increase of 4 on previous year) 	×	<ul style="list-style-type: none"> Encourage promotion of limited store staff in response to diversification in work styles: 20 Percentage of female managers (section manager): 16.1% (31) Percentage of employees with disabilities: 2.7%

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		2,339
	Male	1,481
	Female	858
Part-time staff*2		1,855
	Male	207
	Female	1,648
Number of employees (full-time employees + part-time staff)		4,194
	Male	1,688
	Female	2,506
New graduate employees hired		37
	Male	8
	Female	29
Mid-career employees hired		1
	Male	1
	Female	0

	FY2019	FY2020	FY2020
Average length of service (full-time employees)	23 years 0 month	22 years 11 months	23 years 0 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	183 (7, 101)	177 (3, 95)	170 (6, 81)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	11 (0, 9)	1 (0, 0)	8 (0.5)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	327 (35.2%)	230 (33.5%)	121 (23.6%)
	Team leader	188 (62.3%)	76 (45.5%)
	Section manager	35 (13.0%)	25 (13.4%)
	Division manager	23 (11.3%)	20 (12.6%)
	Corporate officer*5	2 (8.3%)	3 (15.0%)
Percentage of employees with disabilities*6	2.22%	2.10%	2.53%
Percentage of paid leave taken by full-time employees	20.8%	36.4%	37.4%
Frequency rate of workplace accidents	0.69	0.24	0.32
Severity rate of workplace accidents	0.01	0.00	0.28

*1 The figure includes 204 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.

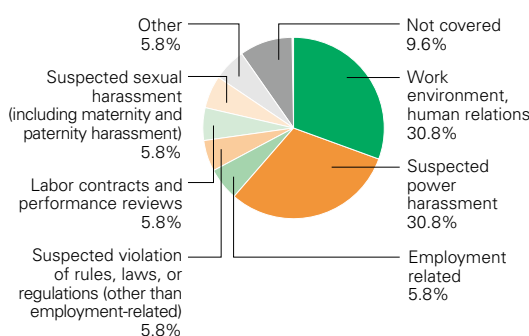
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

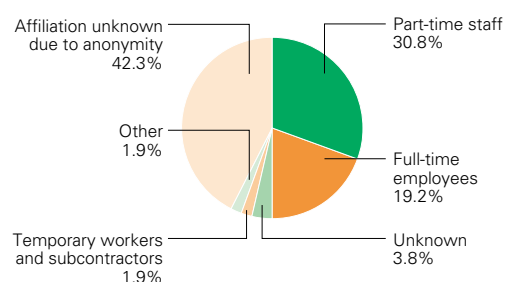
The number of cases received in FY2021 increased by approximately 6% compared to the previous year, with more than 60% arising from power harassment or the work environment.

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 FY2021 Reports received: 52 (up 6.1% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

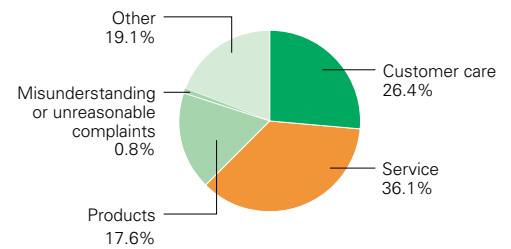
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Offering eco-friendly products and encouraging re-use in collaboration with business partners				
	<ul style="list-style-type: none"> Strengthen the development of eco-friendly products at each store 	<ul style="list-style-type: none"> Sustainable products were provided throughout the year under program title "My choices change the world." Sustainable shops such as ETHICAL CONVENI shops opened for limited-time-only 	○	<ul style="list-style-type: none"> Implement hanger re-use program at the time of delivery at all department store locations Annual total: 270,000 hangers (15,000 more than previous year) Hold product collection fairs in collaboration with business partners
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Continue to speedily respond to customers' opinions received at stores or online Reduce the number of complaints from customers: Below 2,100 	<ul style="list-style-type: none"> Customer support of each store acts as hub in collaboration with related departments. In general, customer questions and opinions are answered within three days Number of complaints from customers in FY2021: 1,599 	○ ○	<ul style="list-style-type: none"> Continue to speedily respond to customers' opinions received at stores Make improvements in response to last year's customer complaints

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 FY2021, the number of inquiries and opinions on strategies to curb the pandemic as well as store closings fell significantly on the previous year of 2020 (at which time the number of such inquiries had risen). Meanwhile, looking at the breakdown of consultations, the number of inquiries regarding service launch of a new credit application rose, and the share of services amongst the total also rose.

Breakdown of inquiries by category for FY2021 Inquiries received: 7,719 (down 56.9% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Promoting regional development				
	<ul style="list-style-type: none"> Strengthen initiatives in collaboration with governments Establish early voting stations and make announcements for each election to improve convenience and turnout Enhance promotion of local production and local consumption Continue to clean the areas around stores, beautify the environment, and promote rooftop green spaces Continue to implement events in collaboration with local communities (governments, schools, companies, NPOs, etc.) 	<ul style="list-style-type: none"> Implemented initiatives at store locations, including regular childcare support events through an FF partnership agreement with Toshima City Set up four early voting stations for the 49th House of Representatives election (Ikebukuro main store/Chiba store/Fukui store/Higashi-Totsuka S.C.) Showcased regional specialties for the mid-year gift and winter gift catalogs Launched the "City Oasis" on the roof of Ikebukuro main store, in addition to implementing monthly cleanup drives for the areas around each store Held special events at various stores in conjunction with localities, including SDGs event at Chiba store as well as the "Blooming Flowers" project at the Ikebukuro main store 	○ ○ ○ ○	<ul style="list-style-type: none"> Continue initiatives in collaboration with governments, including comprehensive partnership agreements with municipalities Promote local production and local consumption Promote cleaning and beautification of area around stores Continue to implement events in collaboration with local communities (governments, schools, companies, NPOs, etc.)

Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> Continue implementation of disaster prevention education and training in collaboration with the government as part of employee education Implement efforts with fire departments and governments to improve disaster prevention capabilities in collaboration with local businesses Actively participate in various training sessions and initiatives as a representative of local businesses to strengthen cooperation with government officials *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 	<ul style="list-style-type: none"> Held disaster prevention training and drills at each store in tandem with Disaster Prevention Volunteer Week, Disaster Prevention Month, and Fire Prevention Week Not held events such as regional disaster prevention drills held in collaboration with the local fire stations and local businesses, as well as the Self-Defense Firefighting Review Committee, in order to help curb the spread of COVID-19 Not held the Council to Address People Experiencing Difficulty Getting Homes, Council to Address Overcrowding Around Train Stations, and the Regional Joint Fire Prevention and Disaster Prevention Council in collaboration with the government agencies and local businesses, in order to help curb the spread of COVID-19 	<p>○</p> <p>—</p> <p>—</p>	<ul style="list-style-type: none"> Continue implementation of disaster prevention education and training in collaboration with the government and participation in the Self-Defense Firefighting Review Committee, etc.as part of employee education Implement efforts with fire departments and governments to improve disaster prevention capabilities in collaboration with local businesses Actively participate in various training sessions and initiatives as a representative of local businesses to strengthen cooperation with government officials

Social Contribution Activities

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Continued social contribution activities with customer participation				
	<ul style="list-style-type: none"> Continue children's shoe donations (8 stores) Cumulative total objective of 1.06 million pairs Continue cooperation with businesses that train guide dogs Number of planted trees: 1,500 trees 	<ul style="list-style-type: none"> Children's shoes donation: cumulative total of 1.07 million pairs Set up donation boxes in stores and implemented campaigns Cumulative total donations: 699.29 million yen New tree planting involving recommendations for "green wrapping" and simple packaging: 2,253 (Total: 18,233) 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Continue children's shoe donations (8 stores) Cumulative total objective of 1.14 million pairs Continue cooperation with businesses that train guide dogs Cumulative total donations: 725 million yen Continue with tree planting and cultivating Cumulative total number of planted trees: 19,250

Akachan Honpo Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2022: 121

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Total product return rate: Down at least 10% compared to the previous fiscal year Work to prevent product-related accidents by identifying their root causes and taking countermeasures 	<ul style="list-style-type: none"> Total product return rate: Up 17% compared to the previous fiscal year Newly-established a format for the Report for Improving Major Defect and held hearings, with an emphasis on those involving business partners 	×	<ul style="list-style-type: none"> Total product return rate: Down at least 5% compared to the previous fiscal year Work to prevent product-related accidents by identifying their root causes and taking countermeasures
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Implement anti-bacterial and anti-viral measures at all stores 	<ul style="list-style-type: none"> Completed construction for anti-bacterial and anti-viral measures at all stores 	○	<ul style="list-style-type: none"> Newly introduce anti-droplet measures at cash registers and service counters in all stores
Providing appropriate information				
	<ul style="list-style-type: none"> Conduct training for new buyers on abuse of advantageous position, the Subcontract Act, and the Act against Unjustifiable Premiums and Misleading Representations Conduct training on the Subcontract Act for relevant departments Issue internal newsletters four times during the year and share information appropriately 	<ul style="list-style-type: none"> Drafted "Precautions during Store POP drafting" resources from the standpoint of the Act against Unjustifiable Premiums and Misleading Representations, and sent out to all stores Provided information to employees through the publication of internal newsletters four times during the year 	△	<ul style="list-style-type: none"> Conduct training for new buyers on abuse of advantageous position, the Subcontract Act, and the Act against Unjustifiable Premiums and Misleading Representations Implement briefings on precautions involving sales promotion measures at product sales promotions meetings Issue internal newsletters four times during the year and share information appropriately

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Gas heat pump air conditioning facilities: Replace at three stores (reduction of approximately 50 tons of CO₂ annually) LED lighting: Replace at 23 stores (reduction of approximately 300 tons of CO₂ annually) 	<ul style="list-style-type: none"> Gas heat pump air conditioning facilities: Replaced at one store (reduction of approximately 9 tons of CO₂ annually) LED lighting: Replaced at 22 stores (reduction of approximately 221 tons of CO₂ annually) 	△	<ul style="list-style-type: none"> Gas heat pump air conditioning facilities: Replace at two stores (reduction of approximately 20 tons of CO₂ annually) LED lighting: Replace at 10 stores (reduction of approximately 100 tons of CO₂ annually)
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Plastic bag non-purchase rate: 88% 	<ul style="list-style-type: none"> Plastic bag non-purchase rate: 83.3% 	×	<ul style="list-style-type: none"> Plastic bag turndown rate: 85%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Continue to raise employee environmental awareness using internal newsletters (issued four times annually) Raise awareness further by participating in group-linked projects 	<ul style="list-style-type: none"> Raised employee environmental awareness by distributing internal newsletters (issued four times during the year) Extended initiatives started at Head Office, such as food drives, to stores, and increased number of locations on each occasion held 	○	<ul style="list-style-type: none"> Continue to raise employee environmental awareness using internal newsletters (issued four times annually) Participate in group-linked projects and raise overall awareness through sharing internally

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*}	t-CO ₂	14,645	13,703	12,530
CO ₂ emissions from store operations (per store) ^{*1*}	t-CO ₂	14,478 (124)	13,529 (116)	12,360 (102)
Electricity consumption in store operations ^{*1}	GWh	27	27	25
Water usage in store operations ^{*1}	1,000m ³	20	15	14
Plastic bag turndown rate	%	6.1	7.6 (to June 30) 85.7 (from July 1 to February 28)	83.3

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

*2 The data represents CO₂ emissions stemming from the use of energy for store and Head Office operations.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> Aim to place dedicated maternity advisors (advisors who primarily assist with preparations for childbirth) at all stores (other than new stores) 	<ul style="list-style-type: none"> Stores without maternity advisors: 8 (other than new stores) Although certification was completed in December each year, difficulties remained in achieving placement of maternity advisors at all store locations, due to retirement of qualified employees and other factors. While full-time employees have temporarily taken on the additional duties and are providing services at stores where maternity advisors are not available, training candidate advisors at stores remains a key issue 	△	<ul style="list-style-type: none"> Aim to place dedicated maternity advisors at all stores (other than new stores) *Increase certification from once a year (December) to twice a year (June and December) from FY2022, toward placement at all stores

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources				
	<ul style="list-style-type: none"> Consolidate twice-annual correspondence training to once annually and facilitate participation by switching to monthly recruiting 	<ul style="list-style-type: none"> Correspondence training convened on a monthly basis in FY2021, with 10 held in total (September to following July) Number of applications: 86 (up 8% compared to the previous fiscal year) Improvement of completion rate from 35% to 56% Ease of participation yielded successful outcomes 	○	<ul style="list-style-type: none"> Update system for viewing on smartphones, to facilitate active use by staff during their spare time Update system so that processes from application through course participation can be completed via the website rather than using the booklet Number of applications: 100 (up 16% compared to the previous fiscal year)
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> Percentage of employees who take leave: 100% 	<ul style="list-style-type: none"> Percentage of employees who take leave: 100% 	○	<ul style="list-style-type: none"> Percentage of employees who take leave: 100%
Achieving a work-life balance				
	<ul style="list-style-type: none"> Monthly overtime per person: less than 6 hours 	<ul style="list-style-type: none"> Monthly overtime per person: 5.9 hours 	○	<ul style="list-style-type: none"> Monthly overtime per person: 6 hours
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Stores without a part-time leader: 0 Percentage of female managers (section manager level): 30% 	<ul style="list-style-type: none"> Stores without a part-time leader: 2 Percentage of female managers (section manager level): 24% 	×	<ul style="list-style-type: none"> Stores without a part-time leader: 0 Percentage of female managers (section manager level): 30%
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Number of workplace accidents: less than 30 	<ul style="list-style-type: none"> Actual number of accidents at work: 35 	×	<ul style="list-style-type: none"> Number of accidents at work: less than 30

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		908
	Male	519
	Female	389
Part-time staff*2		1,658
	Male	96
	Female	1,562
Number of employees (full-time employees + part-time staff)		2,566
	Male	615
	Female	1,951
New graduate employees hired		22
	Male	10
	Female	12
Mid-career employees hired		5
	Male	5
	Female	0

	FY2019	FY2020	FY2021
Average length of service (full-time employees)	14 years 7 months	14 years 2 months	15 years 2 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	132 (0, 94)	124 (1, 80)	83 (0, 52)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (0, 1)	3 (0, 3)	0 (0, 0)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	200 (36.1%)	199 (35.9%)	194 (34.6%)
	Team leader	135 (51.3%)	128 (51.0%)
	Section manager	56 (22.5%)	59 (23.0%)
	Division manager	5 (15.2%)	5 (17.2%)
	Corporate officer*5	1 (6.7%)	2 (11.8%)
Percentage of employees with disabilities*6	2.26%	2.79%	2.86%
Percentage of paid leave taken by full-time employees	38.6%	62.4%	69.9%
Frequency rate of workplace accidents	0.33	0.86	1.46
Severity rate of workplace accidents	0.03	0.03	0.08

*1 The figure includes 17 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

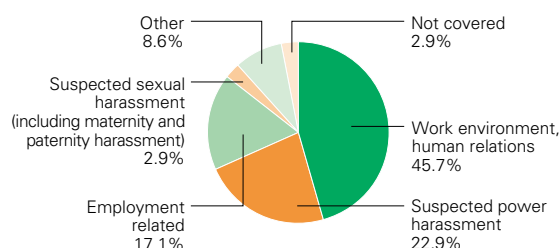
The total number of reports was down by six from the previous year. Reports relating to "Work environment, human relations," and "Suspected power harassment" were the most numerous, accounting for around 70% of the total. There was an increase in the number of reports relating to "Work environment, human relations" in particular, when compared to the previous year. In the previous fiscal year, many cases requiring responses by Head Office also arose (as these included those related to COVID-19); while in FY2021 most cases which arose were those requiring responses by stores.

In addition, in FY2021, posters were distributed and displayed at Head Office and all stores as part of activities to raise awareness of the internal whistleblowing system. Harassment training, reflecting the content of recent reports, was furthermore implemented for all store managers at store manager meetings, alongside efforts to appropriately manage and administer the systems relating to reports in accordance with the Whistleblower Protection Act and related rules and regulations.

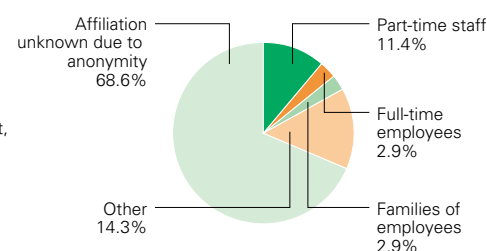
Breakdown of reports by category for FY2021

Reports received: 35

(down 14.6% compared to the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

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

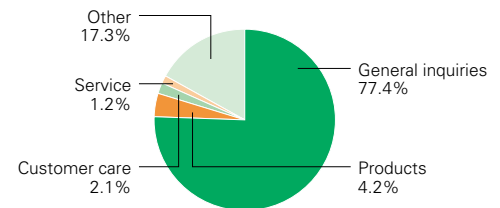
Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Customer complaint target: Same as the previous year, lower than the previous year's performance Share information on customer opinions internally on a weekly and monthly basis, propose improvements and raise issues from the customer's perspective Check social media twice daily, quickly pick up on trends and customer evaluations, and respond accordingly Continue to develop manuals, establish environments where staff can respond to customers quickly and properly, and respond to customers' feelings 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 	<ul style="list-style-type: none"> Number of customer complaints: 389 (up 107, or 37.9% from the previous fiscal year); PPM value: 24.7 (up 5.9 from the previous fiscal year) With the continuation of the COVID-19 pandemic, the overall number of customers remained unchanged from the previous year. However, both the number of customer complaints and the PPM value increased The increase in the number of customer complaints may be attributable to the wide variety of customer requests and the many situations in which it was difficult to respond to these under the COVID-19 pandemic Cases of customer praise and thanks: 70 (up 2, or 3% from the previous fiscal year) Gained customer support by being attentive and responding with courtesy to their feelings Wide-ranging and speedy collection, and in-house sharing of customers' voices by strengthening the checking of opinions received not only directly by customer support but also on social media and the analysis of receipt questionnaires 	×	<ul style="list-style-type: none"> Customer complaint target: lower than the previous year's performance Collate customer feedback with a focus on (1) Opinions received at customer support, (2) Checking of social media, and (3) Receipt questionnaires Share complaints/praise/opinions/inquiries, and other information internally, either immediately, or on a daily/weekly/monthly basis depending on their content. Propose improvements and raise issues with staff on current services and operations based on feedback from customers Post customer praise and thanks on internal information sharing system, rather than limiting sharing to the store in question or the person in charge, as a means to increase staff motivation internally

*PPM (complaint rate) ... Number of complaints/number of customers visiting stores/calculated in parts per million

Data from Customer Support

Customer support operates 24 hours a day, seven days a week, and offers toll-free phone calls. We listen to customer requests, opinions, and inquiries, while also getting alongside them and responding in a speedy 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, 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 FY2021 Inquiries received: 11,740 (down 3.8% from the previous fiscal year)



Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> Provide necessary support in collaboration with the Group 	<ul style="list-style-type: none"> Collected donations and engaged in other activities 	○	<ul style="list-style-type: none"> Provide necessary support in collaboration with the Group

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, 2022: 545 (including 38 FC stores)

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Further strengthen cooperation with manufacturers with regard to nutritional components and allergen labeling for new and changed products Store complaints: 80% compared to the previous fiscal year Number of compliments: 110% compared to the previous fiscal year 	<ul style="list-style-type: none"> Acquired information from manufacturers on nutritional components and allergens for new and changed products prior to introduction Store complaints: 79.5% compared to FY2020 Number of compliments: 87.2% compared to the FY2020 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> Collaborate with QC to hold factory inspections. Make inspections mandatory for new plants, and implement inspections for the top 12 companies by transaction amounts Store complaints: 80% compared to FY 2021 Number of compliments: 110% compared to FY2021
Providing appropriate information				
	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Completed 10 to 7 price ratio display as part of information included on displays of owned media, including menu media, takeouts, delivery leaflets, and websites 	<p>○</p>	<ul style="list-style-type: none"> Compliance regarding labeling of limited quantities on displays, and on displays in accordance with the Consumer Affairs Agency's operating standards, and operational compliance on the external display of information on products with limited quantities, such as seasonal products

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Install on a test basis air conditioning control devices that will lead to energy savings (target: 3 stores) 	<ul style="list-style-type: none"> Installed demand control test systems at two stores *Yielded 8% reduction in electricity consumption by air conditioning 	<p>△</p>	<ul style="list-style-type: none"> Expand installation of stores with demand control systems: 29 stores
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Receive certification of food recycling loop for coffee grounds Food waste recycling rate: 55% 	<ul style="list-style-type: none"> Submitted applications for certification to the Ministry of Agriculture, Forestry and Fisheries, the Ministry of the Environment, and the Ministry of Health, Labour and Welfare 	<p>△</p>	<ul style="list-style-type: none"> Acquire food recycling loop certification by the end of the fiscal year Create a new food recycling scheme using compost Food waste recycling rate: 57.0%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Implemented IBT-format test-taking New employees passing test: 16 	<p>○</p>	<ul style="list-style-type: none"> Systematic IBT-format test-taking for employees who have not passed the Eco Test 20 to 25 employees (40 to 50 annually) to take the test on each occasion testing held. Back-up with company-wide support pairing internal study groups and mock examinations

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*}	t-CO ₂	64,894	51,533	39,994
CO ₂ emissions from store operations ^{*1*}	t-CO ₂	62,897	49,516	38,361
CO ₂ emissions from delivery vehicles ^{*1*}	t-CO ₂	1,856	1,906	1,535
Electricity consumption in store operations ^{*1}	GWh	115	96	78
Water usage in store operations ^{*1*}	1,000m ³	1,353	1,146	1,135
Waste disposal (recycling rate)	t (%)	8,959 (22.8)	7,454 (24.6)	7,379
Food waste recycling rate	%	55.3	50.8	56.4

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

*2 The data represents CO₂ emissions stemming from the use of energy for store operations (Seven & i Food Systems) and by delivery trucks.

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

*4 The values are for Denny's only.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> Implement measures to prevent the spread of COVID-19 (shift to the earlier system as infection conditions in Japan settle down) Encourage food education classes using new formats without holding in-person classes (expand implementing stores from the Kanto) 	<ul style="list-style-type: none"> Workplace experiences were not held from the standpoint of preventing the spread of COVID-19. Food education classes were held in-person on three occasions, during periods in which there was no declaration of a state of emergency or declaration on measures to prevent the spread of infectious disease in place Besides these, new food education classes were held in online formats on five occasions (extended to stores in Aichi Prefecture) 	○	<ul style="list-style-type: none"> Aim to resume in-person workplace experiences and food education classes once the status of COVID-19 infections settles down in Japan. However, in the current circumstances, work on prioritizing measures to prevent the spread of infections

Improve work engagement and environment for people working in Group businesses

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Development of human resources				
	<ul style="list-style-type: none"> Human resource development training for store managers: Hold 35 times (for 396 people) Development training for trainers on the manager and lower level: Hold 21 times (for 195 people) Manager appointment training: Hold 16 times (to be held as appointed) Young employee training <ul style="list-style-type: none"> Newly hired employees: Hold 10 times (for 160 people total) Employees in their second year of employment: Hold 8 times (for 168 people total) Employees in their third year of employment: Hold 8 times (for 248 people total) 	<ul style="list-style-type: none"> Human resource development training for store managers: Held 41 times (340 people) Capacities development training: Held 43 times (1,397 people) Management training on appointment: Held 14 times (109 people) Young employee training <ul style="list-style-type: none"> Newly hired employees: Held 14 times (for 235 people total) Employees in their second year of employment: Held 8 times (for 164 people total) Employees in their third year of employment: Held 8 times (for 125 people total) 	○	<ul style="list-style-type: none"> 7FS Values Day: Hold 24 times (644 people) Management training on appointment: Hold 16 times (As need per appointment) Executive leadership training: Hold 5 times (for 218 people total) DM Leadership training (two-day): Hold 4 times (for 95 people total) DM hospitality training: Hold once (41 people) Young employee training <ul style="list-style-type: none"> Employees in their second year of employment: Hold 10 times (for 130 people total) Employees in their third year of employment: Hold 10 times (for 120 people total) Store manager skills development training: Hold 31 times (for 376 people total)
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> After reviewing the evaluation items, the quantitative evaluation system will be launched starting with some employees 	<ul style="list-style-type: none"> Introduced quantitative evaluation for Denny's store managers 	○	<ul style="list-style-type: none"> Complete revision of personnel systems, encompassing revisions of evaluation systems; grading systems within duties and responsibilities; and promotion and demotion standards
Achieving a work-life balance				
	<ul style="list-style-type: none"> Average monthly overtime <ul style="list-style-type: none"> Full-time employees: 6h Contract employees: 5h Part-time: 1.5h Monthly rate of leave-taking: 97% or more 	<ul style="list-style-type: none"> Average monthly overtime <ul style="list-style-type: none"> Full-time employees: 7.2h Contract employees: 6.2h Part-time: 1.0h Monthly rate of leave-taking: 98.90% or more 	○ ○ ○ ○	<ul style="list-style-type: none"> Average monthly overtime <ul style="list-style-type: none"> Full-time employees: 12h or less Contract employees: 11h or less Part-time: 1.2h or less Monthly rate of leave-taking: 98% or more
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Percentage of seniors employed: 7% or more Number of foreign employees: 250 Percentage of female managers <ul style="list-style-type: none"> Section manager or higher position: 12% Team leader or higher position: 30% 	<ul style="list-style-type: none"> Percentage of seniors employed: 7.92% Number of foreign employees: 168 Percentage of female managers <ul style="list-style-type: none"> Section manager or higher position: 6.5% Team leader or higher position: 16.00% 	○ × × ×	<ul style="list-style-type: none"> Percentage of seniors employed: 8% or more Number of foreign employees: 140 Percentage of female managers <ul style="list-style-type: none"> Section manager or higher position: 11% Team leader or higher position: 22%
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Number of occupational accidents at work: 250 Participation rate in regular health checks by employees: 99.0% Participation rate in secondary health checks by employees: 68.6% Participation rate in health checks by employees who work the late-night shift: 87.7% Stress check-up rate: 98% 	<ul style="list-style-type: none"> Number of occupational accidents at work: 226 Participation rate in regular health checks by employees: 99.70% Participation rate in secondary health checks by employees: 72.4% Participation rate in health checks by employees who work the late-night shift: 100% Stress check-up rate: 99.1% 	○ ○ ○ ○ ○	<ul style="list-style-type: none"> Number of occupational accidents at work: 200 Participation rate in regular health checks by employees: 100% Participation rate in secondary health checks by employees: 80% Participation rate in health checks by employees who work the late-night shift: 100% Stress check-up rate: 99%

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees*1		885
	Male	711
	Female	174
Part-time staff*2		3,890
	Male	900
	Female	2,990
Number of employees (full-time employees + part-time staff)		4,775
	Male	1,611
	Female	3,164
New graduate employees hired		16
	Male	8
	Female	8
Mid-career employees hired		0
	Male	0
	Female	0

	FY2019	FY2020	FY2021
Average length of service (full-time employees)	15 years 10 months	16 years 6 months	16 years 2 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	49 (1, 33)	53 (1, 40)	46 (2, 34)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (0, 1)	0 (0, 0)	0 (0, 0)
Number of volunteer leave recipients	4	0	0
Number of female managers (percentage)*4	224 (25.5%)	199 (24.4%)	168 (24.5%)
	Team leader	192 (26.0%)	162 (26.6%)
	Section manager	6 (9.4%)	4 (6.6%)
	Division manager	1 (7.1%)	2 (11.1%)
	Corporate officer*5	4 (26.7%)	4 (26.7%)
Percentage of employees with disabilities*6	2.87%	2.82%	2.86%
Percentage of paid leave taken by full-time employees	58.2%	73.3%	59.5%
Frequency rate of workplace accidents	1.18	0.65	1.44
Severity rate of workplace accidents	0.02	0.03	0.06

*1 The figure includes 52 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.

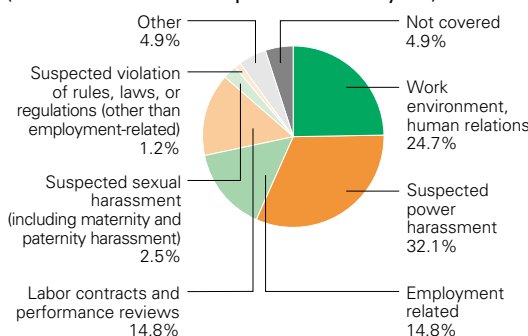
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

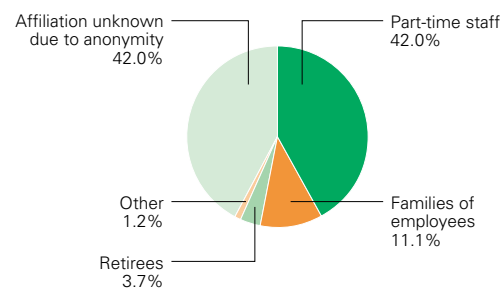
Data from Helpline for Employees

In FY2021, 81 reports were received, a significant decrease of 52.9% from the previous fiscal year. Nevertheless, the importance of improving work environment is increasing. As such, we will continue to work to improve work environment by focusing our attention on issues of harassment and work-life balance; fostering a company culture that values human resources; and developing strategies to promote communication among colleagues.

Breakdown of reports by category for FY2021 Reports received: 81 (down 52.9% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions	<ul style="list-style-type: none"> Continue sharing customer feedback on a weekly basis; all executive to participate in making improvements 	<ul style="list-style-type: none"> Shared customer feedback with executives (department managers) on a weekly and monthly basis. All executives were aware of issues of concern and promoted improvement activities 	○	<ul style="list-style-type: none"> Continue sharing customer feedback on a weekly basis; all executive to participate in making improvements

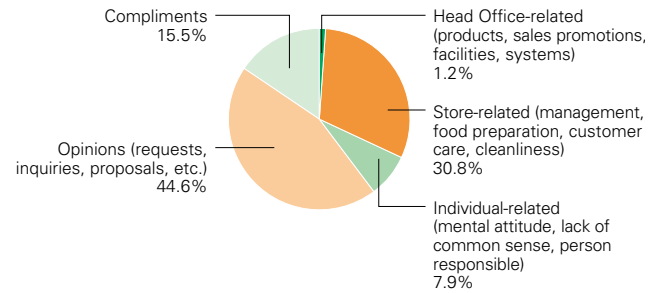
Data from Customer Support

In FY2021, the number of complaints received decreased to 79.5% compared to the previous fiscal year, while the number of compliments decreased to 87.2%. 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 attitudes toward customers.

- Complaints: 3,026 cases in FY2019 to 2,406 cases in FY2020 (a decrease of 620 cases, or 79.5% from the previous fiscal year)
- Compliments: 1,070 cases in FY2019 to 933 cases in FY2020 (a decrease of 137 cases, or 87.2% from the previous fiscal year)

In FY2022, 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 FY2021
 Inquiries received: 6,023
 (down 17.4% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Promoting regional development				
	<ul style="list-style-type: none"> Develop menu items that use local ingredients limited to the region Continue cooperation with municipalities on childcare support and reducing food loss Expand the number of food banks to which food is donated and increase support for various regional welfare facilities 	<ul style="list-style-type: none"> Yamanashi Natsukko Mushroom Carbonara sold exclusively at stores Concluded agreements on childcare support with all municipalities in which Denny's is set to open stores Completed one food bank donation Held 3 food drives at Head Office and stores 	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Transition from use of imported foodstuff ingredients to domestically-produced ingredients Continue cooperation with municipalities on childcare support and reducing food loss Expand the number of food banks to which food is donated and increase support

Disaster Assistance

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> Continue to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster 	<ul style="list-style-type: none"> Continued the agreements for supporting people having difficulties returning home after a disaster in nine prefectures and cities and the Union of Kansai Governments 	<p>○</p>	<ul style="list-style-type: none"> Continue to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster

Create a livable society with local communities through various customer touchpoints

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Implementing crime prevention measures for local communities				
	<ul style="list-style-type: none"> Continuously implement effective measures against increasingly sophisticated financial crimes and provide safe and secure payment environments to all customers Continuously gather information regarding the latest trends regarding crime and make further advances to detection systems Strive to eliminate financial crimes by utilizing external knowledge by accepting police personnel for training and reinforcing collaboration with investigation agencies and business partners 	<ul style="list-style-type: none"> Gathered and disseminated information on the latest crime trends concerning increasingly sophisticated financial crimes and made further advances to detection systems to provide safe and secure payment environments to customers Used outside knowledge by accepting police personnel for training and reinforced cooperation with investigative agencies and business partners to eradicate financial crime 	○	<ul style="list-style-type: none"> Gather and disseminate information on the latest crime trends concerning increasingly sophisticated and complex financial crimes and make further advances in financial crime countermeasures to provide safe and secure payment environments to customers Immediately provide images from security cameras installed at ATMs and other locations to investigative agencies in order to contribute to the minimization of crime Use outside knowledge by accepting police personnel for training and reinforce cooperation with investigative agencies and business partners to eradicate financial crime
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Promote financial services to meet diverse needs 	<ul style="list-style-type: none"> Began handling new services for foreign residents Expanded tie-ups with regional electronic currencies 	○	<ul style="list-style-type: none"> Promote financial services to meet diverse needs

Provide safe, reliable, and healthier merchandise and services

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> In conjunction with the expansion and enhancement of services, review the scope of BCP business and further reinforce systems Number of training sessions planned: 22 	<ul style="list-style-type: none"> Conducted interviews of individual departments and BIA analysis of 41 candidate essential business operations with consultants to review BCP Number of BCP training sessions: 18 (3 sessions cancelled due to the COVID-19 pandemic) 	△	<ul style="list-style-type: none"> Review BCP through BIA and establish policies: essential business operations, backup systems (infrastructure, personnel development, etc.), business continuity policies Number of BCP training sessions planned: 19

Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> Continue measuring and disclose greenhouse gas emission volumes through the supply chain that the company discharges 	<ul style="list-style-type: none"> Scope 1 & 2 CO₂ emissions 1,001 t-CO₂ 	○	<ul style="list-style-type: none"> Continuously ascertain results and enhance disclosures in accordance with the TCFD declaration
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Promote paperless operations 	<ul style="list-style-type: none"> Promoted paperless operations by reviewing administrative procedures Number of pages used by multifunction printers: down 33.3% from the previous fiscal year Volume of paper ordered for office equipment: down 2.5% from the previous fiscal year 	○	<ul style="list-style-type: none"> Switch office lighting to LEDs Promote paperless operations
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Recycle 100% of discarded ATMs When replacing office furniture, take comprehensive measures to reduce the volume of waste (purchase used items, recover, and recycle) 	<ul style="list-style-type: none"> Achieved 100% recycling through reuse of ATMS parts and recycling of materials including steel, stainless steel, and plastic Used office furniture as specified by the General Affairs Department 	○	<ul style="list-style-type: none"> Recycle 100% of discarded ATMs Promote the 3Rs (reduce, reuse, recycle), including in offices
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Hold study groups and the like to address social and environmental issues 	<ul style="list-style-type: none"> Held small-group workshops (nine issues) seminars (six issues) on social and environmental issues. A total of 180 employees participated 	○	<ul style="list-style-type: none"> Hold seminars to increase awareness of social and environmental issues and encouraged measures to work-site solve problems
Offering eco-friendly products				
	<ul style="list-style-type: none"> Promote replacement installations of energy-saving 4th-generation ATMs 	<ul style="list-style-type: none"> Installed approximately 10,000 4th-generation ATMs, which save energy by approx. 40% (as of the end of March 2022) 	○	<ul style="list-style-type: none"> Promote replacement installations of energy-saving 4th-generation ATMs

Environmental Data

	Unit	FY2019	FY2020	FY2021
CO ₂ emissions ^{*1*}	t-CO ₂	1,372	1,370	1,001
Volume of paper ordered for office automation equipment	1,000 sheets	3,298	2,410	2,351

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

*2 The data represents CO₂ emissions stemming from the use of energy for operation of offices, directly-operated ATM corners, and data centers (including manned branches until FY 2020).

*3 CO₂ emissions were calculated according to the Seven & i Holdings Group-Wide CO₂ Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest" picture book for reading aloud 	<ul style="list-style-type: none"> Approximately 5 million copies of the "Bonolon, Warrior of the Forest" picture book for reading aloud were distributed for free Seven Bank donated picture books to children's centers in proportion to the number of Bonolon cash cards issued Supported storytelling activities by members of the public by lending Bonolon large picture books to the private sector free of charge 	○	<ul style="list-style-type: none"> Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest" picture book for reading aloud

Achieve a society in which diverse people can actively participate

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Promote diversity and its inclusion Create environment and awareness that allow all employees to perform to their full potential, regardless of nationality or gender Enhance the content of lifelong planning seminars Use ICT tools to activate inner communication Conduct initiatives to improve the engagement [As concrete measures] <ul style="list-style-type: none"> Expand the subjects of the engagement survey and regularly conduct every three months Improve work environments Expand staggered working hours for moving forward or back work start and end times 	<ul style="list-style-type: none"> Promoted diversity and its inclusion Recruited diverse and appealing human resources Created environments and awareness that allow all employees to perform to their full potential, regardless of nationality or gender <ul style="list-style-type: none"> Provided sites for employees to perform to their full potential regardless of nationality or gender, supported employee promotion Used ICT tools <ul style="list-style-type: none"> Actively used Teams and Zoom Conducted initiatives to improve the engagement <ul style="list-style-type: none"> Regularly conducted HD Group engagement surveys and internal (wevox) surveys (once every three months); also implemented EQ and 360 Feedback Actively used staggered working hours throughout the company 	○	<ul style="list-style-type: none"> Promote diversity and its inclusion Create environment and awareness that allow all employees to perform to their full potential, regardless of nationality or gender Use ICT tools to activate inner communication Conduct initiatives to improve the engagement <ul style="list-style-type: none"> Conduct periodic surveys Implement measures to improve workplace environments
Development of human resources				
	<ul style="list-style-type: none"> Create opportunities for continuous growth <ul style="list-style-type: none"> Establishment of workplaces in which employees can take the initiative and learn from experience Provision of an environment in which employees can choose educational content to suit their preferences and growth Revision of educational content putting the focus on digital transformation and the reacquisition of skills Establishment of platform to foster employees and promotion of the intensive management and visualization of work experience and training history 	<ul style="list-style-type: none"> Created opportunities for continuous growth <ul style="list-style-type: none"> Introduced the MANABIYA! fostering platform Seconded employees to subsidiaries and affiliates (places where employees can take on new challenges) Introduced a DX program 	○	<ul style="list-style-type: none"> Human resources who can support secondary growth <ul style="list-style-type: none"> Provide training opportunities to enhance interpersonal skills with human appeal Reinforce training that leads to higher quality relationships among workers in different job types Conduct training to enhance communications skills Develop skill building opportunities that enable employees to perform multiple jobs
Achieving a work-life balance				
	<ul style="list-style-type: none"> Proactively utilize the system to support in good balance between work and childcare/nursing care Revise the work from home system so that it can be used by all employees 	<ul style="list-style-type: none"> Continued operating the support system for balancing work and family responsibilities, including reduced working hours and leave for reasons such as childcare and nursing care Actively used the work from home system in all divisions 	○	<ul style="list-style-type: none"> Proactively utilize the system to support a good balance between work and childcare/nursing care Actively use the work from home system and staggered working hours
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Improve rate of paid leave taken (encourage employees to take five consecutive days of leave) Appropriately manage working hours and implement measures to reduce long working hours by recording work on a computer startup and shutdown times Conduct stress check ups 	<ul style="list-style-type: none"> Percentage of paid leave taken: 80.2% (as of March 31, 2022) Used PC use time records to manage working hours Reported to the Management Meeting on long working hours and other results Conducted stress check ups 	○	<ul style="list-style-type: none"> Improve rate of paid leave taken (encourage employees to take five consecutive days of leave) Enhance employee support provided by public health nurses Conduct stress check ups

Personnel Data

Breakdown of number of employees (as of the end of February 2022)		(persons)
Full-time employees ^{*1}		446
	Male	302
	Female	144
Contractual/part-time employees ^{*2}		64
	Male	8
	Female	56
Number of employees (full-time employees + contractual/part-time employees) ^{*3}		510
	Male	310
	Female	200
New graduate employees hired		12
	Male	8
	Female	4
Mid-career employees hired		35
	Male	21
	Female	14

	FY2019	FY2020	FY2021
Average length of service (full-time employees) ^{*4}	8 years 0 month	8 years 2 months	8 years 2 months
Number of full-time employees who took childcare leave (males, contractual/part-time employees) ^{*5}	11 (1, 4)	19 (5, 4)	15 (2, 5)
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	13	0	0
Number of female managers (percentage) ^{*6}	60 (24.0%)	65 (25.2%)	78 (27.2%)
	Team leader	41 (38.7%)	53 (43.4%)
	Section manager	24 (18.2%)	24 (16.8%)
	Division manager	0 (0.0%)	1 (7.1%)
	Corporate officer ^{*7}	3 (13.0%)	3 (13.6%)
Percentage of employees with disabilities ^{*8}	2.20%	2.06%	2.67%
Percentage of paid leave taken by full-time employees	78.2%	69.9%	81.1%
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	11	4	6

*1 The figure includes 32 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.

Create an ethical society through dialogue and collaboration with customers

FY2021 Targets/Results and FY2022 Targets

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

Challenges	FY2021 Targets and Plans	FY2021 Results and Outcomes	Evaluation	FY2022 Targets
Responding sincerely to customers' opinions	<ul style="list-style-type: none"> Continue initiatives to improve customer satisfaction Continue to perform analysis and consider improvements to make ATMs comfortable to use Ensure stable operation of the new center and establish a support channel system that responds to customer needs 	<ul style="list-style-type: none"> Used websites, apps, FAQs, social media, and other means to provide prompt notice in order to provide mechanisms for customers to solve their problems Despite effects on center personnel from COVID-19, maintained stable operations and developed support channel systems 	○	<ul style="list-style-type: none"> Continue initiatives to improve customer satisfaction Rebuild individual guidance for each channel such as chat and email into guidance based on what customers want to know

Data from Customer Support

In order to take the opinions and requests it receives from customers sincerely, the Seven Bank contact center is able to respond to inquiries in 10 languages, and we strive to improve, expand, and develop services even further. We are also developing channels other the phone such as chat, email, and social media and are taking measures so that we can respond to even more customers.

Breakdown of inquiries by category for FY2021 Inquiries received: 1,032,579 (down 15.6% from the previous fiscal year*)

