

Group Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions* ¹	t-CO ₂	2,768,932	2,970,892	2,685,885
Scope 1	t-CO ₂	111,752	123,766	114,083
Scope 2	t-CO ₂	2,657,180	2,847,126	2,571,802
Electricity consumption in store operations* ²	GWh	6,625	7,521	7,295
Water usage in store operations* ³	1,000m ³	31,174	31,327	34,524

*1 The data is the total for 12 companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, SHELL GARDEN, IY Foods, Akachan Honpo, THE LOFT, Seven & i Food Systems, Seven Bank, Seven & i Holdings, and 7-Eleven, Inc. (Sales of the 12 companies cover 98.9% of the Group's total sales.) The figures through FY2021 include Sogo & Seibu along with Barneys Japan, and in FY2020 Life Foods. For calculation conditions, please see environment-related data recorded in the 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 for 10 companies in all, excluding Seven Bank and Seven & i Holdings from the companies covered in *1. (Sales of the 10 companies comprise 98.3% 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, IY Foods, Akachan Honpo, THE LOFT, Seven & i Food Systems, and 7-Eleven, Inc. (Sales of the 10 companies cover 98.3% of the Group's total sales.) Also, the figures through FY2021 include Sogo & Seibu, and exclude IY Foods.

Group Personnel Data (in Japan)*¹

Breakdown of number of employees (as of the end of February 2023)	(persons)
Full-time employees* ²	22,742
Male	16,515
Female	6,227
Part-time staff* ³	36,461
Male	6,889
Female	29,572
Number of employees (full-time employees + part-time staff)	59,203
Male	23,404
Female	35,799
New graduate employees hired	470
Male	242
Female	228
Mid-career employees hired	183
Male	138
Female	45
Turnover (full-time employees)	1,259
Male	755
Female	504

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	16 years 6 months	17 years 1 months	18 years 8 months
Male	17 years 3 months	18 years 3 months	18 years 7 months
Female	13 years 8 months	14 years 2 months	15 years 3 months
Number of full-time employees who took childcare leave (males), (part-time staff)* ⁴	1,120 (41) (518)	1,088 (53) (445)	1,117 (150) (398)
Number of full-time employees who took nursing care leave (males), (part-time staff)* ⁴	49 (4) (35)	75 (8) (61)	96 (9) (75)
Number of volunteer leave recipients	7	10	9
Percentage of female full-time employees	27.4%	28.3%	28.2%
Number of female managers (percentage)* ⁵	2,246 (26.3%)	1,911 (24.9%)	2,659 (29.4%)
Team leader	1,571 (32.4%)	1,215 (30.4%)	1,925 (36.8%)
Section manager	599 (22.1%)	606 (23.3%)	636 (24.1)
Division manager	76 (8.2%)	90 (8.3%)	98 (8.3%)
Corporate officer* ⁶	24 (13.0%)	28 (14.3%)	24 (14.3%)
Percentage of employees with disabilities* ⁷	2.95%	2.98%	3.16%
Percentage of paid leave taken	50.9%	55.4%	55.9%
Full-time employee turnover rate	5.0%	5.7%	5.6%

*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 94.2% of the Group's sales in Japan.)

*2 The figure includes 1,324 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 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.

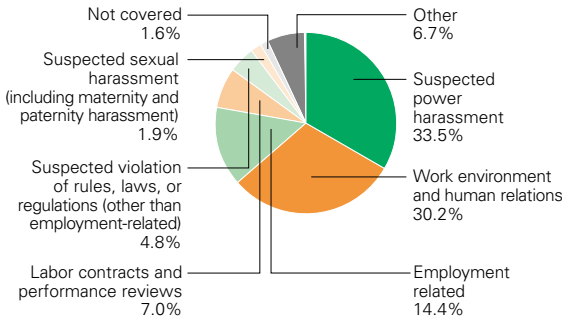
*7 The percentage for the fiscal year is as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terube, Ltd. (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food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

Data from Groupwide Helplines for Employees

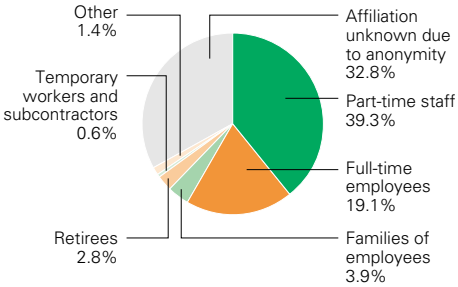
Seven & i Holdings has established the Groupwide Employee Helpline, the internal whistleblowing system for employees, with a third-party organization as a part of the group-wide internal controls to receive grievances and consultation requests from employees. This system applies to both employees of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

	FY2020	FY2021	FY2022
Number of reports	1,144	1,024	1,020

Breakdown of reports by category for FY2022
Reports received: 1,020
(down 0.4% from the previous fiscal year)



By user category



Seven-Eleven Japan Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2023: 21,252

Create a livable society with local communities through various customer touchpoints

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Shopping Support				
	<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 	<ul style="list-style-type: none"> Cumulative number of mobile stores: 117 Focused on improving sales at existing mobile stores. For new mobile stores, we proceeded while responding to regional requests on a store-by-store basis 	△	<ul style="list-style-type: none"> Cumulative number of mobile stores: 145 Expand new stores and areas with stores and improve sales at existing mobile stores Expansion of 7NOW: 5,000 stores (cumulative total of implementing stores) Expand delivery areas in stages
Implementing crime prevention measures for local communities				
	<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% 	<ul style="list-style-type: none"> A total of 6,757 franchise stores responded to a questionnaire that they had prevented special fraud, confirming that efforts have contributed to local security. The participation rate of franchise stores in crime prevention drills was 17.7% (compared to 24.7% last time), in part due to effects from the COVID-19 pandemic, and innovative measures (concerning implementation details and scale) are needed to build relationships with police and local communities 	△	<ul style="list-style-type: none"> Participation rate of franchise stores in crime prevention drills: 35% Strengthen cooperation with the police, hold drills aimed at prevention of burglary crimes and special frauds which are on the rise, and verification of age of customers when selling alcoholic beverages and tobacco
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): 23 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 117 	<ul style="list-style-type: none"> Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 20 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 90 	△	<ul style="list-style-type: none"> Stores newly adopting barrier-free design (installing wheelchair-accessible toilets): 13 Number of stores newly or additionally installed with guard pipes to prevent vehicle "dive" accidents: 214

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Eliminate occurrence of serious accidents Strengthen the quality assurance system by promoting DX 	<ul style="list-style-type: none"> Promoted digitalization at daily foods manufacturing factories Used AI, BI tools, and SaaS to ensure operational accuracy and reinforce structures 		<ul style="list-style-type: none"> Eliminate occurrence of serious accidents Strengthen the quality assurance system by promoting DX
Building quality control systems				
	N/A due to new target set for FY2023	N/A due to new target set for FY2023		<ul style="list-style-type: none"> Quality control training for employees: Conduct e-learning 12 times Implement to prevent product-related accidents and create systems for the acquisition of more specialized knowledge NDF-FSMS certification system: 100% acquisition Acquisition of certification by all factories. After certification, perform maintenance audits and improve management systems
Food safety and reliability				
	N/A due to new target set for FY2023	N/A due to new target set for FY2023		<ul style="list-style-type: none"> Use of food additives Use the minimum necessary types and quantities. Set voluntary standards for food additives Reducing trans-fatty acids Continue voluntary efforts to reduce total amounts Labeling of food allergens Expand the categories of information disclosures concerning specified ingredients and equivalent items on the website

Health and nutrition				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Development of healthy food products Expand development of the Seven-Eleven healthy product series • Labeling of nutritional components Also label sugars (available carbohydrates) and dietary fiber, which is not required under the Food Labeling Law. Improve package designs to make them easier to understand

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Environmental management				
	<ul style="list-style-type: none"> • Expand scope of acquisition of ISO14001 to Seven-Eleven Okinawa 	<ul style="list-style-type: none"> • Expanded scope of certification to Seven-Eleven Okinawa and implemented PDCA to reduce environmental impacts 	○	<ul style="list-style-type: none"> • Achievement of 100% ISO 14001 certification rate for domestic business sites and directly-managed stores • Acquisition of Eco Action 21 certification: 152 factories Acquire environmental management system certification with a focus on Eco Action 21 at some factories where daily products are manufactured
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> • Reduce petroleum-derived single-use plastics and switch to environmentally friendly materials 	<ul style="list-style-type: none"> • Switched to environmentally friendly materials including switching to paper packaging for some daily products 	○	<ul style="list-style-type: none"> • Reduce petroleum-derived single-use plastics and switch to environmentally friendly materials
Raising environmental awareness among employees				
	<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 	<ul style="list-style-type: none"> • Annual number of employees who pass the Eco Test: 192 (cumulative total of 4,141 people passing the test) 	○	—
Effective use of resources				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Installation of PET bottle collection machines: 3,660 stores; total volume collected by PET bottle collection machines: 2,418 t Encourage bottle-to-bottle recycling with the cooperation of stores and local residents with the objective of achieving a circular economy • Encouragement of customers turning down plastic bags through awareness-raising measures such as asking customers during checkout. Use money collected from the sale of plastic bags to pay part of the expenses for installing PET bottle collection machines
Measures against food loss and for food recycling				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Food waste recycling rate: 53.6% Expand Eco Distribution whereby recommended waste disposal providers for franchisees in each region collect all waste from stores for appropriate processing and recycling • Initiation of an Ethical Project Grant 5% of the tax-excluded price for target products near their sales deadline as bonus nanaco points • Implementation of the Temaedori Project Reduce food loss by having customers select and choose products displayed in front of them. Collaborate with local governments in some regions • Expansion of products with longer-lasting freshness to 90% Expand the ratio of original daily products with sales deadlines of at least 24 hours

Climate change countermeasures				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> Steady implementation of responsive measures based on the TCFD recommendations Promote the introduction of energy-saving equipment (LED lighting, etc.) at stores Installation of solar power generation panels: 8,823 stores Development of hydrogen stations associated with stores: 3 stores Installation of electric vehicle chargers: 83 stores
Introduction of environmentally friendly packaging				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> Promotion of the use of environmentally friendly cutlery Introduce cutlery that is comprised of 30% plant-based materials (biomass). Strengthen efforts to check whether or not customers require cutlery Promotion of environmentally friendly product container designs to reduce the amount of plastic used Promotion of a shift to recyclable packaging to reduce CO₂ emissions Expansion of the shift to containers that use recycled or biomass PET Shift from petroleum-derived PET containers to containers that include environmentally friendly PET (recycled or biomass PET) Expansion of the introduction of paper containers Switch from plastic to paper containers to reduce the amount of plastic used
Sustainable procurement of raw materials				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> Start of operation of the SEVEN CAFÉ Code, a voluntary certification program of SEVEN CAFÉ Expansion of handling of certified products with guaranteed sustainability (MSC certification, etc.)
Supply chain management				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> CSR audit implementation rate at domestic manufacturing factories: 100% Outsource implementation of CSR audits to a third party under the same CSR audit standards as the Seven & i Group Introduction of environmentally friendly delivery vehicles (hybrid and other vehicles): 5,200 vehicles Introduction of environmentally friendly delivery vehicles (electric, hydrogen-fueled, and other vehicles): 10 vehicles Promotion of installation of demand controllers at distribution centers

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions**1*2*3	t-CO ₂	1,417,701	1,452,270	1,438,457
CO ₂ emissions from store operations (per store)**1*3	t-CO ₂	1,198,890 (56.7)	1,235,126 (55.8)	1,229,295 (56.4)
CO ₂ emissions from logistics (per store)**1*4	t-CO ₂	216,285 (10.2)	214,924 (10.1)	207,558 (9.5)
Electricity consumption in store operations (per store)**1*3	GWh (MWh)	2,795 (132)	2,852 (129)	2,910 (134)
Water usage in store operations**1*5	1,000m ³	11,709	12,192	12,313
Plastic bag usage per store (by weight)	t	0.50	0.41	0.35
Waste disposal (recycling rate)*6	t (%)	352,541 (60.9)	304,368 (66.7)	297,863 (67.1)
Food waste recycling rate*7	%	46.6	50.3	51.6

*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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources				
	<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 	<ul style="list-style-type: none"> A total of 123,202 employees participated in e-learning in three types of frameworks (up 15% from the previous fiscal year) A total of 2,133 employees participated in open web seminars. Also, approximately 60 seminars were created for training store employees. Created a rank-based training system for assistant store managers and store managers so they can become active OFC 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Creation of a system for supporting the acquisition of qualifications to draw out the desire to learn. In addition to the existing Eco Test, support acquisition of three different types of qualifications Development of programs designed to support the acquisition of business skills that will draw out the design to take the initiative to learn in the form of open web seminars for training store employees
Achieving a work-life balance				
	<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 	<ul style="list-style-type: none"> Male employees who took childcare leave: 27.5% Male employees who took childcare paid days off: 33.1% Annual working hours per employees: Down 19 hours 	<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"> Implemented mental health training for assistant store managers and newly-appointed managers 	<p>△</p>	<ul style="list-style-type: none"> Continue to implement mental health training for managers and new employees
Implementing fair assessment and treatment of employees				
	<ul style="list-style-type: none"> Revising design and execution of the new evaluation system. Improve operational efficiency by revising the system and start operations in FY2023 Conduct training targeting evaluators and evaluatees to promote understanding of the evaluation system and its operation 	<ul style="list-style-type: none"> Changed compensation systems to achieve appropriate compensation commensurate with actions and results Partially changed the design, operation, and structure of the new evaluation system Before changing the system, conducted training targeting evaluators and evaluatees to promote understanding of the evaluation system 	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Start of operation of a new, fair compensation system based on actions and results Start of operation of the new evaluation system Continue training targeting evaluators and evaluatees to promote understanding of the evaluation system

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% · Counselors for people with disabilities: 100 · In-house job coaches: 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 (section manager): 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% • Balancing of work with childcare <ul style="list-style-type: none"> · 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 	<ul style="list-style-type: none"> • Employment of people with disabilities <ul style="list-style-type: none"> · Percentage of employees with disabilities: 2.59% · Counselors for people with disabilities: 101 · In-house job coaches: 19 · Job supporters for people with mental disabilities and people with developmental disorders: 8 · Conducted normalization awareness seminars for managerial positions (243 online participants and 26 viewers of the archived version) · Promoted 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 (section manager): 20.7% · Conducted 3 seminars to improve knowledge about women's health and increase mutual understanding (260 participants including men) • Encourage male employees to avail of childcare leave <ul style="list-style-type: none"> · Percentage of male employees taking childcare leave: 27.6% · Held the Fathers' and Mothers' Class in October · Presented examples online of male employees taking childcare leave (3 times) • Balancing of work with childcare <ul style="list-style-type: none"> · Used an online conference platform to introduce the experiences of employees who achieved workstyles that balance work and childcare (approximately 900 participants over 9 sessions) 	<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"> · Counselors for people with disabilities: 104 · Job supporters for people with mental disabilities and people with developmental disorders: 250 · Conduct normalization training as a part of new employee training. Support retention of employees with disabilities and promote understanding concerning contact with customers • Promotion of active participation of female employees <ul style="list-style-type: none"> · Percentage of female managers (section manager): 25% · Continue seminars to improve knowledge about women's health • Encourage male employees to avail of childcare leave <ul style="list-style-type: none"> · Percentage of male employees taking childcare leave: 30.0% · Hold Fathers' and Mothers' Class twice a year · Continue introducing examples of male employees who take childcare leave · Conduct D&I promotion and other seminars for managers. Encourage reform of awareness with management of diverse human resources as the theme Topics Gender gap, childcare leave by men, LGBTQ issues, women's health, work and family care, normalization • Striking a balance between work and childcare or family care <ul style="list-style-type: none"> · Conduct online sharing of working style case studies not only for childcare, but also for family care
Diversity and inclusion				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Job seminars for seniors Create employment opportunities for seniors who want to work • Training on customer service at cash registers for non-Japanese employees: 80 times Continue training to teach Japanese cultural practices and the fundamentals of customer service • Employment support training for teachers and students at special-needs schools Conduct as part of the support for the employment of people with disabilities in collaboration with each administrative authority
Support for the enhancement of employee skills				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Training for franchise store employees Lend support through training to franchise store owners' work to teach their employees • Cash register customer support contest Held first national competition in June 2023 with the objective of improving both work satisfaction for employees and the level of customer service in the stores

Personnel Data

Breakdown of number of employees (as of the end of February 2023)		(persons)
Full-time employees*1		8,493
	Male	6,219
	Female	2,274
Part-time staff*2		3,398
	Male	1,524
	Female	1,874
Number of employees (full-time employees + part-time staff)		11,891
	Male	7,743
	Female	4,148
New graduate employees hired		137
	Male	82
	Female	55
Mid-career employees hired		13
	Male	8
	Female	5

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	10 years 8 months	11 years 11 months	12 years 9 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	341 (23, 1)	365 (36, 1)	366 (103, 2)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	5 (2, 0)	7 (4, 0)	8 (4, 0)
Number of volunteer leave recipients	0	2	1
Number of female managers (percentage)*4	211 (21.7%)	204 (21.1%)	199 (20.6%)
Section manager	201 (24.3%)	196 (23.6%)	195 (23.7%)
Division manager	10 (6.8%)	8 (5.8%)	4 (2.8%)
Corporate officer*5	4 (16.0%)	4 (15.4%)	4 (16.7%)
Percentage of employees with disabilities*6	2.35%	2.45%	2.59%
Percentage of paid leave taken by full-time employees	55.1%	66.1%	67.0%
Frequency rate of workplace accidents	0.72	1.09	1.75
Severity rate of workplace accidents	0.02	0.03	0.02

*1 The figure includes 137 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.

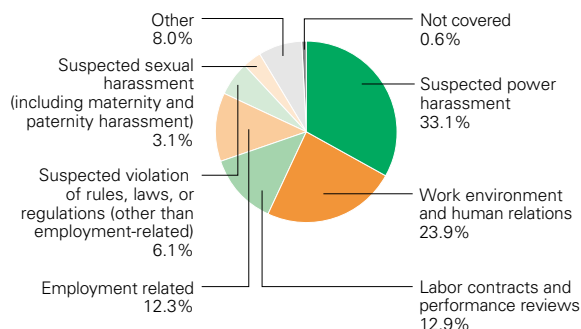
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

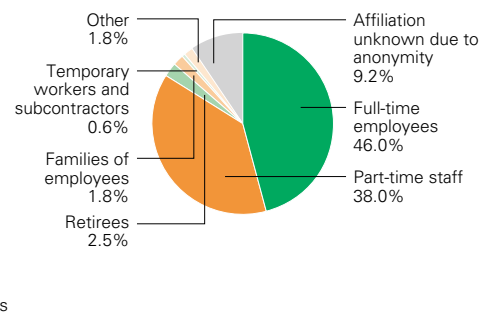
Data from Helpline for Employees

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. Based on the results of the workplace environment survey of all employees and the content of internal reports, in FY2022 we sought to identify the underlying causes of issues and worked to prevent reoccurrence with the collaboration of each department. In addition, we hold committee meetings at all regional offices nationwide to inform employees about internal whistleblower hotlines and are continuing educational programs to encourage conduct by all employees in accordance with the Employee Conduct Rules.

Breakdown of reports by category for FY2022 Reports received: 163 (down 11.9% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

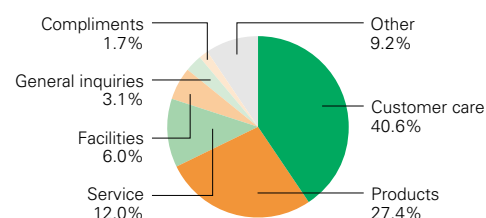
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Improve the quality of customer service and customer satisfaction through both phone and email Continue to develop and improve products based on customer feedback, and strengthen initiatives for proper utilization of customer feedback 	<ul style="list-style-type: none"> Created specialized response teams for each category, such as product quality and store employee responses, to address inquiries and comments received by email, thereby improving the quality of responses Confirmed communicator receipt logs for inquiries and comments received by phone and made individual improvements for those matters with problems 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Collect responses not only by phone and email, but also by using chatbots and FAQs to collect additional feedback from customers and enhance the quality of customer responses
Expanding the role as a form of social infrastructure				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> Bicycle sharing: 723 stores Promote the use of bicycle parking spaces on store grounds Number of regional comprehensive collaboration agreements: 230 municipalities Collaborate with local governments in a wide range of fields, including local production for local consumption, senior support, health promotion, and environmental protection, to promote regional revitalization

Data from Customer Support

We take all inquiries and suggestions from customers received by phone and email seriously and strive to respond in a sincere and customer-oriented manner. We promptly share the opinions, suggestions, and requests received with top management and relevant departments and seek to resolve issues in such a way that customers feel gratified that they consulted with the company.

Breakdown of inquiries by category for FY2022 Inquiries received: 140,902 (down 24.8% from the previous fiscal year)



Disaster assistance

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Providing support for disasters				
	<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 community support in the event of large-scale disasters based on the business continuity plan 	<ul style="list-style-type: none"> In addition to disaster response training at headquarters, conducted disaster response training at 7 regional offices. Also, on September 1, which is Group-wide disaster prevention and inspection day, confirmed the status of disaster preparedness at each headquarters, thereby improving the capacity for disaster response Conducted joint research meetings sponsored by the Japan Franchise Association on responding to an earthquake in the Tokyo region with the participation of 6 government agencies, 4 prefectures, and each convenience store company, thereby strengthening collaboration with the relevant organizations Formulated Group-wide firefighting rules, restructured firefighting organizations, and reinforced systems 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Improve the capacity to respond to unexpected situations through headquarters disaster response training and conduct disaster response training at 10 regional offices. Also, confirm firefighting systems by performing Group-wide disaster prevention and inspection on September 1 Strengthen collaboration with the relevant organizations through joint research meetings on large-scale disaster response sponsored by the Japan Franchise Association
Support for regional relief activities				
	— N/A due to new target set for FY2023	<ul style="list-style-type: none"> Provided water as relief supplies in response to a request from a local government in 1 prefecture at the time of extreme rainfall 		<ul style="list-style-type: none"> Provision of relief supplies to the extent possible in response to requests from local governments and others during disasters

Social contribution activities

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Donation of products				
	— N/A due to new target set for FY2023	— N/A due to new target set for FY2023		<ul style="list-style-type: none"> • Donation of products to social welfare councils Donate products to those suffering from poverty and others through social welfare councils with which the Company has signed agreements

Create a livable society with local communities through various customer touchpoints

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Measures to support the elderly				
	<ul style="list-style-type: none"> • Training dementia supporters • 50% of all employees during FY2022 • Number of training course takers during the year: 4,445 Total number of course takers: 15,000 	<ul style="list-style-type: none"> • Training dementia supporters • 55.9% of all employees took the training course • Number of training course takers during the year: 4,016 • Total number of course takers: 14,571 • In March 2022, became the only retailer to declare its support for the Dementia Barrier-Free Declaration of the Japan Public-Private Council on Dementia 	○	<ul style="list-style-type: none"> • Training dementia supporters Increase training course takers to 75% of all employees by FY2023 and 100% by FY2024
For greater shopping convenience				
	<ul style="list-style-type: none"> • Launch the Tokushimaru mobile supermarket (mobile sales trucks) • 25 trucks (cumulative total: 100) • Expand to regional stores • Expansion of online supermarket delivery business (achieve “always available and ready for pickup”) • Expansion of pickup sites Implement pickup at all stores with online supermarkets • Start testing counter pickup service at 7-Eleven stores • 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 Auto Lock Condo Drop-off Service: Expand to 500 buildings • Number of new user members of online supermarket: 200,000 	<ul style="list-style-type: none"> • Launched the Tokushimaru mobile supermarket (including Marudai and Ishinomaki-Akebono stores) • 29 trucks (cumulative total: 106) • Operations started by 9 trucks in Tohoku region and 5 in Western Japan • Expansion of online supermarket delivery business • Implemented pickup at all stores with online supermarkets (104 stores) • Pickup service at 7-Eleven stores • In-store box acceptance: In testing at 5 stores in Arakawa-ku • Counter pickup: In testing at 10 7-Eleven stores • Installation of three-temperature lockers (in operation at 10 sites) 7-Eleven: 3 stores Storefront of Ito-Yokado: 5 stores Condominiums: 1 building Nursery school: 1 • Expansion of pickup methods Non-contact services: Implemented at all stores Drop-off service: Implemented at 15 stores Regular delivery service: Implemented at 15 stores Auto Lock Condo Drop-off Service: 560 buildings • Number of new user members of online supermarket: 2,540,000 (as of the end of May 2023), an increase of 150,000 	<p>○</p> <p>○</p> <p>○</p> <p>△</p> <p>×</p>	<ul style="list-style-type: none"> • Switch the target for the Tokushimaru mobile supermarket from the number of new trucks to the number of sole proprietors • Target: 75 people (47 people in FY2022) • Reinforce sales at existing stores Ratio of sales to plan: 100% • Expansion of online supermarket delivery business • Begin operations at the Shin-Yokohama Center in August 2023 and shift shipments of 36 stores in stages Implement the following measures in the areas of the 36 stores • Make drop-off and regular delivery services into standard services • Start a new drop-off services for when customers are not at home • Discontinue pickup at stores • Expansion of pickup methods Expand Auto Lock Condo Drop-off Service: Expand to 800 buildings • Number of members of online supermarket: 2,700,000
Product development focused on senior citizens				
	<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 • Developed products sales ratio: 25% 	<ul style="list-style-type: none"> • Reinforced customer service at stores and enabled customers to request products not handled at stores and to make inquiries from their homes • Developed products sales ratio: 30.6% 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> • Reinforce provision of health-conscious products for seniors, lineup of specialty products, and low-price products • Developed products sales ratio: 33.0%
Implementing crime prevention measures for local communities				
	<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 	<ul style="list-style-type: none"> • Cooperated in joint patrols with local police stations, distribution of flyers, holding educational events, and displaying posters to prevent bank fraud, bicycle theft, and other crime • Cooperated with local police stations and York-keibi Corporation, a Group company, to conduct crime prevention drills at large stores (Ario Ageo and Oi-machi stores) based on the assumption that suspicious persons will enter 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> • Cooperate with regional crime prevention and other events held by local police stations with jurisdiction over each store • Expand in-store crime prevention drills to all companies and improve the ability to respond to suspicious persons in stores

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources (food-related departments)				
	<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. Provide a program that enables employees who transfer from different departments to find their interests and gain satisfaction working with perishable foods Conduct general education using video tools. Prepare tools 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 	<ul style="list-style-type: none"> Dispatched 20 food development personnel to culinary schools. In addition to dispatching personnel, collaborated with specialized schools to provide safe and secure products with greater consideration for health Created a mechanism that ensures that employees transferred from different departments undergo skills training conducted by specialized departmental trainers Started full-scale operation of the My Skills Navigator, a video training tool, as a means of creating environments where full-time and partner employees can learn at any time. Both on- and off-the-job training were used, leading to introduction effects 	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Further reinforce external collaboration to with the aim of not only developing human resources but also creating post-training effects Provide opportunities to personnel transferred to the foodstuffs department to learn from specialized departmental trainers and outside instructors. Create environments where personnel can work with broader perspectives Closely examine the content of posted videos and conduct e-learning based on the video content. Further raise awareness concerning compliance with laws and regulations relating to safety and security
Ensuring the quality and safety of products and services				
	<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 	<ul style="list-style-type: none"> Number of complaints regarding food items: 11% decrease over previous fiscal year Number of complaints concerning "change in quality" for food products overall: 13% decrease over previous fiscal year 	<p>△</p> <p>△</p>	<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"> Percentage of sales of boxed lunches with consideration for health (boxed lunch supervised by national registered dietitians): 5.4% 	<ul style="list-style-type: none"> Percentage of sales of boxed lunches with consideration for health among all boxed lunch sales: 5.7% 	<p>○</p>	<ul style="list-style-type: none"> Percentage of sales of boxed lunches with consideration for health (boxed lunch supervised by national registered dietitians): 5.4%

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Improving energy efficiency and introducing renewable energy				
	<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 	<ul style="list-style-type: none"> Implemented at 52 stores Completed at Shinden and Ario Kashiwa stores; installation started at Ario Ueda store Conducted testing at Hachioji store, currently confirming effects Currently in discussions with *** including details of contracts Moved forward with plans at 4 stores and plan to start work in FY2023 Installation completed at Ayase store. Approval granted for Ario Kasai and Musashi-koganei stores Waterless employee urinals installed at Ayase, Ario Kasai, and Musashi-koganei stores. Water consumption at the Ayase store was reduced by approximately 1,150 m³ over 8 months 	<p>△</p> <p>△</p> <p>△</p> <p>△</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Consider installation of straight pipe LED lights (37 stores with sales floors, 69 stores with work area, 48 stores with escalators, and 34 stores with multi-story parking facilities) Consider installation of roof-top solar panels at 17 stores Investigate the design and installation of an AI-controlled system for air conditioning and heat sources at the Hachioji store as a model Enter into contracts for installation of farming-type solar power generation Start construction of solar carports at 4 stores Consider installation of waterless urinals at 10 stores on company-owned properties
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Food loss and waste: down by 35% from FY2013 Food waste recycling rate: 66% Encourage Seven Farms initiatives 	<ul style="list-style-type: none"> Food loss and waste: down by 36.6% from FY2013 Food waste recycling rate: 68.1% Installed 180 waste scales at 75 stores 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Food loss and waste: down by 37% from FY2013 Food waste recycling rate: 67% Increase installation of waste scales

Promoting a circular economy				
	<ul style="list-style-type: none">Encourage in-store collection of PET bottlesCollect down. Increase collection of down futons and jackets with at least 50% downImplement clothing replacement campaigns<ul style="list-style-type: none">June: new campaign3R Promotion Month (October): Clothing and umbrella campaignsAlso plan collection of bottles, towels, and other products	<ul style="list-style-type: none">In-store collection of PET bottles<ul style="list-style-type: none">Number of bottles collected by the Group: Approx. 470.00 millionNumber of bottles collected by the Company: Approx. 118.05 millionDown collection<ul style="list-style-type: none">Number of down products collected: 1,748Amount donated: 461,780 yen (excluding tax)*Donated to the Kiritappu Wetland National Trust, a non-profit organizationClothing replacement campaigns<ul style="list-style-type: none">Implemented measures such as collecting clothing (women's, men's, and children's clothing) and converting them into productsNumber of items collected: 34,370 (clothing and umbrellas) and 7,520 (bottles and towels)	<div>△</div> <div>△</div> <div>△</div>	<ul style="list-style-type: none">Encourage in-store collection of PET bottlesCollect down. Increase collection of down futons and jackets with at least 50% downImplement clothing replacement campaigns<ul style="list-style-type: none">Environment Month (June), 3R Promotion Month (October): Clothing and umbrella campaignsAlso plan collection of bottles, towels, futons, and other products
Raising environmental awareness among employees				
	<ul style="list-style-type: none">Increase the Eco Test pass rate	<ul style="list-style-type: none">Annual number of employees who pass the Eco Test: 409 (cumulative total of 3,237 people passing the test from FY2018 to FY 2022)	<div>×</div>	<ul style="list-style-type: none">Annual number of employees who pass the Eco Test: 500Seek 100% participation by eligible persons in e-learning to gain understanding of and promote the GREEN CHALLENGE 2050
Collaboration with NPOs, NGOs, and other organizations				
	<ul style="list-style-type: none">Increase number of the stores with collection boxes permanently installed for food drive activities to 70	<ul style="list-style-type: none">Increased number of the stores with collection boxes permanently to 75	<div>○</div>	<ul style="list-style-type: none">Increase number of the stores with collection boxes permanently installed for food drive activities to 90
Sustainable procurement of raw materials				
	<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 240Encourage acquisition of GAP instructor qualifications by merchandisers and supervisorsCooperate 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 Yngenton pork) *There have been delays in screening and trainingSell silver salmon from Iwate Prefecture as a Seven Fresh MEL certified product and sweet fish as an MEL certified productAcquire CoC certification for in-store processing of MSC and ASC products. Start with Atlantic salmon in the second half of the yearNumber of products that use recycled PET: 130 product numbersExpand cotton USA products that are eco-friendly materialsDevelop products that use wind-spun yarn, which reduces CO₂ by using wind power to spin the yarnNumber of products that use RENU recycled polyester material: expand to 42 product numbers	<ul style="list-style-type: none">Percentage of sustainable raw materials: 56.7%Expanded producers who have acquired JGAP certification to 30737 employees acquired GAP instructor qualificationsNo new initiatives due to the COVID-19 pandemic. Increased the number of stores that handle beef products that have acquired JGAP certificationStarted sales of silver salmon from Iwate Prefecture and other regions with MEL certification. Also started sales of sweet fish with MEL certificationAcquired CoC certification for in-store processing. Started sales of Atlantic salmonExpanded Seven Premium Body Cooler and Body Heater undergarment products made with recycled PET to 184 product numbersSold 57 product numbers of cotton USA products with a focus on undergarmentsDeveloped 26 product numbers of women's and men's casual wear products that use wind-spun yarn. Sales of shirts were strongDeveloped 65 product numbers of women's and men's casual wear products that use RENU recycled polyester material. Developed pants and other products as priority products	<div>△</div> <div>○</div> <div>○</div> <div>△</div> <div>○</div> <div>○</div> <div>○</div> <div>○</div> <div>○</div> <div>○</div>	<ul style="list-style-type: none">Percentage of sustainable raw materials: 60%Expand sales of Traceable Vegetables with the Face of the Producer that have acquired JGAP certification to 50% of sales (34% in FY2022)Number of employees who acquire GAP certification: 26Acquire JGAP certification for private brand products including domestic beef and Hokkaido Kitaguni Yngenton pork and Seven Premium eggsContinue sales of MEL-certified silver salmon from Iwate Prefecture and other regions. Also continue sales of MEL-certified sweet fishContinue sales of ASC Atlantic salmon. Start sales of ASC trout salmonNumber of undergarment products made with recycled PET: 180 product numbersNumber of cotton USA undergarment products made with eco-friendly materials: 60 product numbersDevelop products that use wind-spun yarn to reduce CO₂ emissions by using wind power to spin yarn Women's and men's casual wear: 30 product numbersExpand product that use RENU recycled polyester material Women's and men's casual wear: 42 product numbers

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions**1*2*3	t-CO ₂	374,997	341,923	292,885
CO ₂ emissions from store operations**1*3 (Environmental impact index**4)	t-CO ₂ (t-CO ₂ /(Mm ² × 1,000 h))	353,469 (110)	319,690 (114)	292,866 (109)
CO ₂ emissions from delivery vehicles**1*3	t-CO ₂	21,287	22,002	23,160
Electricity consumption in store operations*1	GWh	645	614	570
Water usage in store operations*1	1,000m ³	4,795	4,747	4,633
Plastic bag usage (turndown rate) at all the sales floors*5	t (%)	825 (81.7)	595 (80.7)	578 (80.9)
Waste disposal	t	105,246	97,147	94,410
Food waste recycling rate	%	64.0	66.9	68.1

*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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Child-rearing support activities				
	<ul style="list-style-type: none"> Maternal and child care counseling service Raise satisfaction of individuals who need to consult Raise awareness of the consultation offices 	<ul style="list-style-type: none"> Maternal and child care counseling service Number of implementing stores: 98 stores Number of operating days in one year: 4,835 Number of inquiries: More than approx. 140,000 Conducted first customer questionnaire (implemented in October and November 2022; voluntary participation by store customers) and reflected points of satisfaction and dissatisfaction and requests in services and operations Produced new leaflets with messages from consultation personnel at each store to raise awareness of the consultation offices 	○	<ul style="list-style-type: none"> Maternal and child care counseling service Raise satisfaction of individuals who need to consult Raise awareness of the consultation offices Conduct customer questionnaires and reflect points of satisfaction and dissatisfaction and requests in services and operations

Improve work engagement and environment for people working in Group businesses

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Diversity and Inclusion				
	<ul style="list-style-type: none"> Supporting active roles for women Female management employees: section manager level 15.0% Team leader level: Maintain at a minimum of 32.0% 	<ul style="list-style-type: none"> Supporting active roles for women Section manager level: 16.2% Team leader level: 32.8% 	○	<ul style="list-style-type: none"> Supporting active roles for women Female management employees: section manager level 16.0% Team leader level: Maintain at a minimum of 32.0%
Achieving a Work-Life Balance				
	<ul style="list-style-type: none"> Percentage of male employees taking childcare leave: 50% (final target use rate: 100%) 	<ul style="list-style-type: none"> Percentage of male employees taking childcare leave: 72.2% 	○	<ul style="list-style-type: none"> Percentage of male employees taking childcare leave: 75% (final target use rate: 100%)
Development of human resources (overall)				
	<ul style="list-style-type: none"> Continue using the video learning service. 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 	<ul style="list-style-type: none"> Established an environment where not only full-time employees but also partner employees can access the service, promoting employees' desire to learn and providing opportunities for all employees to learn at the same time 	○	<ul style="list-style-type: none"> Closely examine the content of posted videos and conduct e-learning based on the video content. Further raise awareness concerning compliance with laws and regulations relating to safety and security
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Percentage of employees with disabilities: 3.20% Provide 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 	<ul style="list-style-type: none"> Percentage of employees with disabilities: 3.33% Provided web-based learning tools regardless of age and career and promoted the effective use of seniors Resumed acceptance of foreign technical intern trainees. Accepted approximately 40 trainees 	○ ○ ○	<ul style="list-style-type: none"> Percentage of employees with disabilities: 3.30% Provide opportunities for learning regardless of age, expand educational opportunities, and promote the effective use of all employees regardless of whether they are young or older Promote the effective use of foreign technical intern trainees

Development of ideal working environment			
	<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 	<ul style="list-style-type: none"> • In addition to various level-specific training, combined step-up training for candidates and elective training and supported personal growth and career enhancement • Provided web-based learning tools and supported improvement in attitudes toward self-directed learning 	○
			○
	<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 		

Personnel Data

Breakdown of number of employees (as of the end of February 2023) (persons)		
Full-time employees*1		5,582
	Male	3,880
	Female	1,702
Part-time staff*2		16,633
	Male	2,761
	Female	13,872
Number of employees (full-time employees + part-time staff)		22,215
	Male	6,641
	Female	15,574
New graduate employees hired		75
	Male	30
	Female	45
Mid-career employees hired		23
	Male	19
	Female	4

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	23 years 5 months	24 years 9 months	24 years 0 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	186 (7, 120)	193 (4, 97)	164 (8, 103)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	34 (2, 26)	25 (1, 23)	34 (2, 31)
Number of volunteer leave recipients	7	6	6
Number of female managers (percentage)*4	701 (27.6%)	490 (23.1%)	699 (28.4%)
Team leader	625 (31.9%)	410 (26.2%)	618 (32.8%)
Section manager	55 (13.9%)	54 (15.5%)	58 (16.2%)
Division manager	21 (11.4%)	26 (12.1%)	23 (10.8%)
Corporate officer*5	3 (13.0%)	4 (16.7%)	4 (19.0%)
Percentage of employees with disabilities*6	3.19%	3.21%	3.41%
Percentage of paid leave taken by full-time employees	45.1%	47.2%	53.4%
Frequency rate of workplace accidents	1.53	1.41	2.04
Severity rate of workplace accidents	0.04	0.05	0.06

*1 The figure includes 625 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.

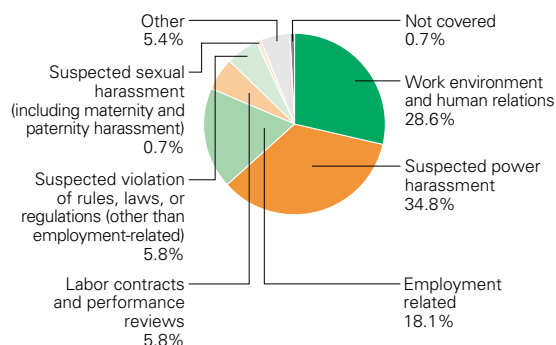
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

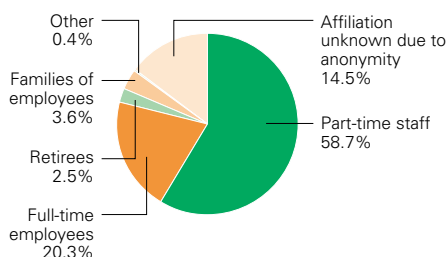
Breakdown of reports by category for FY2022

Reports received: 276

(up 3.4% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

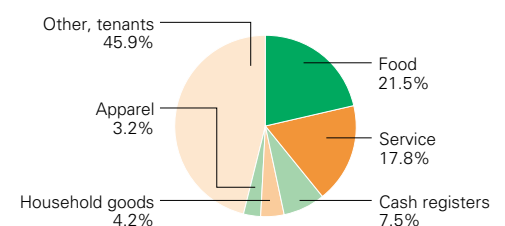
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Implement measures to prevent to the spread of COVID-19 while taking onto consideration social conditions Number of complaints regarding customer service: down 20% from the previous fiscal year 	<ul style="list-style-type: none"> Implemented measures to prevent to the spread of COVID-19 in line with changes in the social environment Number of complaints regarding customer service: 91% compared to the previous fiscal year 	<p>○</p> <p>×</p>	<ul style="list-style-type: none"> Implement measures to prevent to the spread of COVID-19 while monitoring changes in social conditions Number of complaints regarding customer service: 20% reduction over previous year Number of compliments: up 20% from the previous fiscal year
Understanding customer needs				
	<ul style="list-style-type: none"> Expand in-store surveys by lifestyle advisors, who are specialized investigators, to 15 stores 	<ul style="list-style-type: none"> Expanded the in-store surveys by lifestyle advisors to 15 stores Conducted market research on competitors as an alternative means of narrowing the stores where surveys will be conducted during the COVID-19 pandemic 	<p>○</p>	<ul style="list-style-type: none"> Continue implementation of in-store surveys by lifestyle advisors at 15 stores Continue implementation of market research on competitors

Data from Customer Support

The total number of inquiries received in FY2022 decreased to 90.2% of the figure from FY2021, when concerns regarding COVID-19 countermeasures abated. Dissatisfaction relating to customer service, which is our primary focus as a company, also decreased, falling to 91% of the level in 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 FY2022 Inquiries received: 29,889 (down 9.8% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Strengthening Enactment of Business Partner Action Guidelines				
	<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 	<ul style="list-style-type: none"> Building sustainable supply chains Achieved 24.1% A and B ratings and zero E ratings in CSR audits, but 11 factories received D ratings 	<p>×</p>	<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
Expanding services as a form of social infrastructure				
	<ul style="list-style-type: none"> Conclude new agreements with 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 	<ul style="list-style-type: none"> Concluded one new agreement with a local government, bringing the total to 79. Held meetings with the local governments with which agreements have been concluded to exchange information 	<p>△</p>	<ul style="list-style-type: none"> Include new agreements with 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

Disaster assistance

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Providing support for disasters				
	<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 responses 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 	<ul style="list-style-type: none"> Confirmed the details of the BCP in line with the annual schedule through disaster preparedness meetings at the Head Office, fire prevention and disaster preparedness management committees at stores, and various types of drills As a specified public institution or business party to disaster management agreements, participated in discussions with the respective government agencies and local authorities and developed personal relationships Conclusion of disaster management agreements: 4 new and 2 updated Participated in 2 practical training sessions relating to the transport of relief supplies, 5 disaster simulations, and other drills and confirmed internal cooperative systems in line with the disaster operations of local governments 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Conclude agreements with those prefectures with which disaster management agreements have not been concluded 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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Social contribution activity expenditures				
	<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 Cumulative amount of in-store donations: 25.0 million yen (up 13% from the previous fiscal year) Investigate installation of collection boxes compatible with semi-self-checkout and self-checkout registers 	<ul style="list-style-type: none"> Contributed to regional development and the creation of enriching living environments Social contribution activity expenditures: down 48% from the previous fiscal year Cumulative amount of in-store donations: 3,289,440 yen (up 4.1% from the previous fiscal year) Investigated installation of collection boxes compatible with semi-self-checkout and self-checkout registers 	<p>△</p>	<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: 100% compared to the previous fiscal year In-store donations: 110,000 yen collected per store 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"> Launch new initiatives to support education in disaster-stricken areas in Japan through the Mirai Kakehashi Project (sign an agreement with Kirin Beverage Company, Limited) In-store collection: 4 million points (cumulative total of 21.5 million points) 	<ul style="list-style-type: none"> Supported education through the Mirai Kakehashi Project In-store collection at service counter: 1.24 million points (cumulative total of 17.88 million points) 	<p>×</p>	<ul style="list-style-type: none"> Continue to undertake new initiatives to support education in disaster-stricken areas in Japan through the Mirai Kakehashi Project In-store collection at service counter: 1.25 million points (cumulative total of 19.13 million points)

York-Benimaru Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2023: 246

Create a livable society with local communities through various customer touchpoints

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 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"> Continued 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"> Continue to extend cooperation for the "Kodomo 110 Ban no Mise" initiative, including at new stores 	<ul style="list-style-type: none"> Cooperated in "Kodomo 110 Ban no Mise" initiative 	○	<ul style="list-style-type: none"> Cooperate in the "Kodomo 110 Ban no Mise" initiative at new stores

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 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 5.1% from the previous fiscal year 	<ul style="list-style-type: none"> Sales for private-brand three-star vegetables/fruits (existing stores): up 0.2% from the previous fiscal year 	△	<ul style="list-style-type: none"> Sales for private-brand three-star vegetables/fruits (existing stores): up 3.9% from the previous fiscal year
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Seek compliance with the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. at new stores 	<ul style="list-style-type: none"> Number of stores that comply with the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc.: 128 	○	<ul style="list-style-type: none"> Seek compliance with the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. at new stores

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Improving energy efficiency and introducing renewable energy				
	<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) 	<ul style="list-style-type: none"> Electricity consumption (existing stores): down 5.9% from the previous fiscal year Installation of solar power generation facility: 22 stores 	○	<ul style="list-style-type: none"> Electricity consumption (existing stores): down 4.1% from the previous fiscal year Installation of solar power generation facility: 46 stores (Annual CO₂ reduction of 16,632t)

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions ^{*1*2*3}	t-CO ₂	192,766	208,685	199,501
CO ₂ emissions from store operations (per store) ^{*1*3}	t-CO ₂	173,804 (733)	169,294 (705)	158,269 (638)
CO ₂ emissions from delivery vehicles ^{*1*3}	t-CO ₂	18,518	18,026	20,682
Electricity consumption in store operations ^{*1}	GWh	340	364	325
Water usage in store operations ^{*4}	1,000m ³	1,040	1,007	969
Plastic bag usage (turndown rate) at the food section	t (%)	337 (82.0)	286 (83.1)	291 (82.5)
Waste disposal (recycling rate) ^{*4}	t (%)	54,572 (55.6)	50,403 (62.1)	57,521 (61.6)
Food waste recycling rate ^{*4}	%	60.5	68.0	71.5

*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.

Improve work engagement and environment for people working in Group businesses

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources				
	<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): 1,514 Number of employees in charge of order placement to undergo training (selling price) (levels 4 & 5): 244 Number of power harassment prevention trainings: 140 times in 14 zones × (3 managers + 7 departments) 	<ul style="list-style-type: none"> Distinguished between group and web-based formats according to the details of the training and in some instances offered educational opportunities using a hybrid format that combines group and web-based formats Number of employees that successfully pass technical certification (beginner): 1,676 Number of employees in charge of order placement to undergo training (selling price) (levels 4 & 5): 340 Number of power harassment prevention trainings: Implemented for only managers 131 times in 11 zones (for zones where training was not implemented, it was carried over and completed in FY2023) 	<p>○</p> <p>○</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> In addition to rank-based required training, also provide educational opportunities where participants can choose the training they want Number of employees that successfully pass technical certification (beginner): 518 Number of employees in charge of order placement to undergo training (selling price) (levels 4 & 5): 156 Number of communications trainings for managers: 140 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): 9.52 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"> Number of workplace accidents per year: down 11.4% from the previous fiscal year (325 accidents) Reference: 367 accidents occurred in FY2021) 	○	<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"> Achieve a percentage of female managers of 37% *Figures are subject to change due to merger with former Life Foods 	<ul style="list-style-type: none"> Percentage of female managers: 33.1% (37.9% on the section manager and team leader level) 	×	<ul style="list-style-type: none"> Percentage of female managers: 33.5% (38.5% on the section manager and team leader level)

Personnel Data

Breakdown of number of employees (as of the end of February 2023)		(persons)
Full-time employees*1		3,139
	Male	2,731
	Female	408
Part-time staff*2		10,435
	Male	1,471
	Female	8,964
Number of employees (full-time employees + part-time staff)		13,574
	Male	4,202
	Female	9,372
New graduate employees hired		179
	Male	100
	Female	79
Mid-career employees hired		0
	Male	0
	Female	0

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	15 years 0 month	16 years 0 month	15 years 0 month
Number of full-time employees who took childcare leave (males, part-time staff)*3	205 (0, 177)	201 (1, 175)	170 (1, 152)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	6 (0, 6)	34 (2, 33)	37 (2, 35)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	614 (24.9%)	617 (24.6%)	1,110 (33.7%)
	Team leader	390 (26.4%)	386 (25.9%)
	Section manager	208 (31.1%)	209 (36.2%)
	Division manager	16 (5.2%)	22 (5.1%)
	Corporate officer*5	2 (6.9%)	2 (5.7%)
Percentage of employees with disabilities*6	3.12%	3.39%	3.11%
Percentage of paid leave taken by full-time employees	50.0%	46.2%	47.6%
Frequency rate of workplace accidents	3.40	3.59	2.38
Severity rate of workplace accidents	0.01	0.14	0.13

*1 The figure includes 165 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.

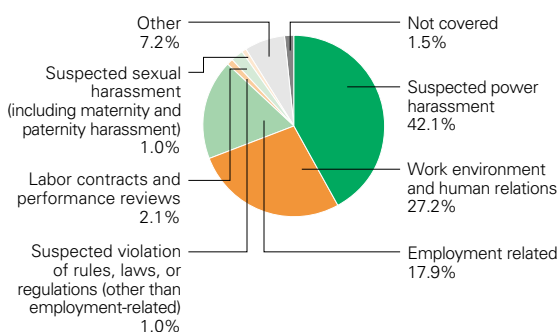
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

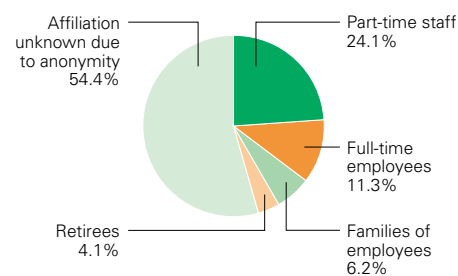
Data from Helpline for Employees

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 FY2022 Reports received: 195 (up 28.3% from the previous fiscal year)



By user category

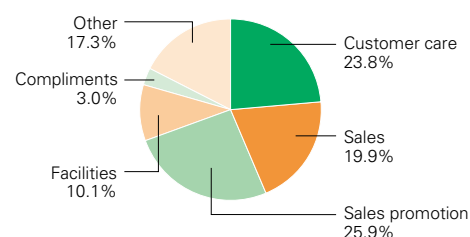


Create an ethical society through dialogue and collaboration with customers

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 FY2022 Inquiries received: 3,536 (down 4.9% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Community support	• Continue blood donation activities	• Number of Heartful Saturday blood donors: 344	○	• Continue blood donation activities

Disaster assistance

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Providing support for disasters	• Consider cooperating with local governments who request the conclusion of disaster management agreements, etc.	• Concluded a disaster prevention agreement with 5 new local governments	○	• 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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Providing services to a wide range of customers	<ul style="list-style-type: none"> Hold courses on training people to care for dementia patients for new employees and part-timers at new stores, making active use of online learning 	<ul style="list-style-type: none"> Implemented in-person courses on training new employees and part-timers at new stores to care for dementia patients. Trained a total of 157 persons to care for dementia patients 	○	<ul style="list-style-type: none"> Hold courses on training people to care for dementia patients for new employees and part-timers at new stores

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Ensuring the quality and safety of products and services	<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 all 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 partner manufacturers of products that have been subject to customer claims as a response to product-related accidents 	<ul style="list-style-type: none"> Through store patrols, confirmed establishment of HACCP, hygiene management, raw materials management, and labels management. Shared best practice examples and problem points with each department at Head Office. Store patrols were limited to two per store per half year owing to COVID-19 pandemic-related restrictions on store visits Shared issues with each sales department at weekly department meetings Visited partner manufacturer plants with the MD in charge as necessary to confirm measures to prevent reoccurrences 	<p>△</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Have Head Office quality control staff conduct semiannual patrols at all stores. Share the issues discovered with the sales business department and each product department, and work together plan to establish and operate the HACCP. Additionally, use HACCP spreadsheets to manage employee hygiene and cleaning operations, manage raw materials, and manage labeling Conduct Head Office staff-led QC inspections that could not be carried out due to the COVID-19 pandemic, focusing on confirming sell-by dates of processed foods Issue requests for investigative follow-up on the causes of accidents and proposed measures to prevent reoccurrence to partner manufacturers of products that 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"> Set up "Fureai Corner" with measures in place to prevent infections (2 new stores) Set up anti-slip ceramic tiles as store flooring material (2 new stores) 	<ul style="list-style-type: none"> Set up "Fureai Corner" with measures in place to prevent infections at new stores Set up anti-slip ceramic tiles as store flooring material at new stores 	<p>○</p> <p>○</p>	<ul style="list-style-type: none"> Set up "Fureai Corner" with measures in place to prevent infections (2 new stores) Set up anti-slip ceramic tiles as store flooring material (2 new stores)
Providing appropriate information	<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) 	<ul style="list-style-type: none"> Implemented semiannual store audits at all stores. Shared outcomes of store audits weekly with sales business department, and confirmed state of improvements Sent information to stores weekly Prepared 12 themed video training tools, and implemented training using those tools twice during the year 	<p>○</p> <p>○</p> <p>○</p>	<ul style="list-style-type: none"> Carry out semiannual store audits. Share outcomes weekly with sales business department, and work to enhance baseline standards for store management Send weekly HACCP-related information on hygiene management, freshness management, allergy labeling, etc. to stores. Send information by using photos and illustrations to summarize it on a compact single page of materials to enable prompt understanding of weekly themes Modify a portion of themed video training tools and implement training. Work to deepen knowledge

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Measuring appropriately the environmental impact				
	<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. Used BEMS to confirm abnormal values for electricity consumption, leading to numerical improvements for lighting, kitchens, etc. 	○	<ul style="list-style-type: none"> Use BEMS to reduce electricity consumption by 98% compared to the previous fiscal year
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Replace LED lighting: 12 stores Install solar power generation facility: 4 stores Monitor over-cooling using refrigeration control systems: 10 stores 	<ul style="list-style-type: none"> Replaced LED lighting: 12 stores Installed solar power generation facility: 4 stores Monitored over-cooling using refrigeration control systems: 10 stores 	○ ○ ○	<ul style="list-style-type: none"> Replace LED lighting: 20 stores Install solar power generation facility: 4 stores Monitor over-cooling using refrigeration control systems: 10 stores
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Food waste recycling rate: 66.7% (companywide) Plastic bag turndown rate: 82.5% Plastic bag usage weight: 92% 	<ul style="list-style-type: none"> Food waste recycling rate: 68.3% (companywide) Plastic bag turndown rate: 81.6% Plastic bag usage weight: 98.5% 	○ × △	<ul style="list-style-type: none"> Food waste recycling rate: 68.5% (companywide) Plastic bag turndown rate: 82.5% Plastic bag usage weight: 98%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Number of employees who pass the Eco Test: 140 	<ul style="list-style-type: none"> Number of employees who pass the Eco Test: 58 	×	<ul style="list-style-type: none"> Number of employees who pass the Eco Test: 375

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions*1*2*3	t-CO ₂	63,416	64,152	64,347
CO ₂ emissions from store operations (per store)*1*3	t-CO ₂	63,377 (615)	64,113 (629)	64,304 (618)
Electricity consumption in store operations*1	GWh	136	142	138
Water usage in store operations*1	1,000m ³	577	588	586
Plastic bag turndown rate at the food section	%	78.9	81.5	81.6
Waste disposal (recycling rate)	t (%)	23,978 (72.1)	22,810 (66.8)	20,992 (72.1)
Food waste recycling rate	%	59.2	66.7	68.3

*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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Supporting Career Education				
	<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 	<ul style="list-style-type: none"> Used remote learning to hold observation tours and interactive lessons for elementary and junior high school students. Also held real-world observation tours 	○	<ul style="list-style-type: none"> Proactively hold observation tours and interactive lessons for elementary and junior high school students

Improve work engagement and environment for people working in Group businesses

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources				
	<ul style="list-style-type: none"> Expand level-specific training using training system Create a framework to nurture next generation leaders for supervisor-level employees Create individualized training system for part-timers and part-time level employees 	<ul style="list-style-type: none"> Used training system to expand level-specific training Created videos of training materials for each level of supervisor-level employees, and supported the acquisition of the necessary skills for career advancement Boosted training for assistant store managers as a means to nurture the next generation of leaders. Held classes and practical training semiannually, and built a system to facilitate targeting careers for store managers who are store executives 	○	<ul style="list-style-type: none"> Expand and reconstruct level-specific training through company integration Share what's good about each company by integrating training and bring in those elements that are wanting Implement and enhance video-based measures Make videos of video-based training systems and use for OJT
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"> Worsened from 28.1 hours/month on average in FY2021 to 28.6 hours/month on average in FY2022. Burden on regular staff increased owing to a less-than 10% decline in person hours by part-timers and part-time workers 	×	<ul style="list-style-type: none"> Target a 10% year-on-year reduction by simplifying operations and boosting the employment of part-timers and part-time workers
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"> Reduced number of accidents from 207 in FY2021 to 171 in FY2022, but number of missed workdays rose from 992 to 1,353 Frequency rate 3.74 → 3.20 Severity rate 0.07 → 0.96 	△	<ul style="list-style-type: none"> Seek to improve over the previous fiscal year
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 (division manager level): 4 Percentage of female managers: 25.0% 	<ul style="list-style-type: none"> Employees appointed as expert employees: 9 Employees appointed as full-time employees: 7 Number of females appointed in management roles (division manager level): 5 Percentage of female managers: 18.8% 	<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: 7 Number of females appointed in management roles (division manager level): 5 Percentage of female managers: 33.3%
Supporting childcare and elderlies				
	<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 the "Re-Challenge Plan" remained the same (2 in FY2021, 2 in FY2022) Raised awareness of the program through video training tools Held orientations online (September, February) 	<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 communication tool 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 2023)		(persons)
Full-time employees*1		1,681
	Male	1,256
	Female	425
Part-time staff*2		4,218
	Male	770
	Female	3,448
Number of employees (full-time employees + part-time staff)		5,899
	Male	2,026
	Female	3,873
New graduate employees hired		100
	Male	46
	Female	54
Mid-career employees hired		13
	Male	11
	Female	2

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	15 years 1 month	15 years 7 month	14 years 11 month
Number of full-time employees who took childcare leave (males, part-time staff)*3	40 (0, 27)	56 (0, 32)	53 (0, 23)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	1 (1, 0)	3 (1, 2)	0
Number of volunteer leave recipients	0	0	0
Number of female managers (percentage)*4	226 (21.5%)	210 (17.4%)	220 (20.6%)
Team leader	167 (24.6%)	150 (24.3%)	157 (25.0%)
Section manager	50 (23.0%)	47 (18.0%)	50 (18.5%)
Division manager	9 (6.2%)	13 (8.0%)	13 (7.8%)
Corporate officer*5	2 (10.5%)	2 (9.5%)	1 (5.6%)
Percentage of employees with disabilities*6	2.04%	2.38%	2.53%
Percentage of paid leave taken by full-time employees	36.9%	43.6%	45.6%
Frequency rate of workplace accidents	4.11	3.74	3.20
Severity rate of workplace accidents	0.10	0.07	0.10

*1 The figure includes 111 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.

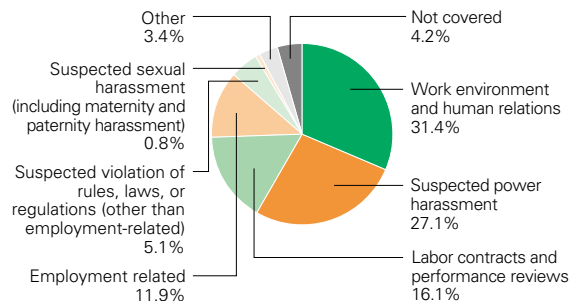
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

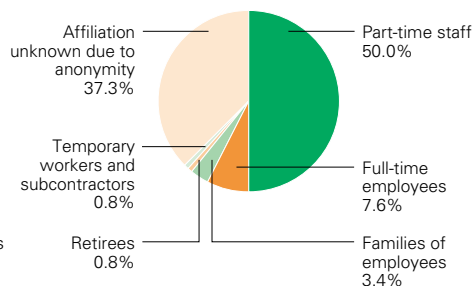
Breakdown of reports by category for FY2022

Reports received: 118

(down 11.3% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

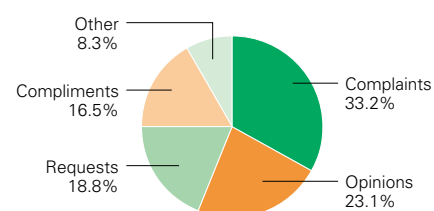
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Gather customer opinions weekly to share with both management and store employees in order to maintain a system that can promptly respond to requests and remedy 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 	<ul style="list-style-type: none"> Shared customer opinions with management, and responded to requests involving the entire company as well as remedied complaints In cooperation with Group companies, conducted training on three occasions over the year. In addition, implemented training using video training tools for managers in the store employee section 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> Gather customer opinions weekly to share with both management and store employees in order to maintain a system that can promptly respond to requests and remedy any complaints Conduct training on three occasions for store managers, assistant store managers, and Head Office staff charged with handling customer complaints in collaboration with all Group companies. In addition, conduct training making active use of video tools for store employees in customer-relations roles

Data from Customer Support

A total of 7,606 inquiries were received in FY2022, down 5.8% from the previous fiscal year. Despite a decrease in inquiries related to COVID-19 countermeasure, there were 2,528 "complaints," many of which related to product quality, customer service, and checkout. 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 FY2022 Inquiries received: 7,606 (down 5.7% from the previous fiscal year)



Akachan Honpo Co., Ltd.

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

Number of stores as of fiscal year ended February 28, 2023: 124 (including 6 franchise stores)

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Ensuring the quality and safety of products and services				
	<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 	<ul style="list-style-type: none"> Total product return rate: Down 11% compared to the previous fiscal year (295,662 in FY2021, 263,299 in FY2022) Number of defective lots for private-brand products: Down 46% compared to the previous fiscal year (13 in FY2021, 7 in FY2022) 	○	<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
Maintaining more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Newly introduce equipment for anti-droplet measures at cash registers and service counters in all stores 	<ul style="list-style-type: none"> Installed anti-droplet partitions at cash registers and service counters in all stores 	○	<ul style="list-style-type: none"> Introduce maternity-friendly rest chairs in some stores
Providing appropriate information				
	<ul style="list-style-type: none"> Conduct training for new buyers themed on the prevention of abuse of advantageous position, compliance with the Subcontract Act, and compliance with the Act against Unjustifiable Premiums and Misleading Representations Implement briefings on precautions when conducting sales promotion measures at product sales promotions meetings Issue internal newsletters 4 times during the year and share information appropriately 	<ul style="list-style-type: none"> Held training for new buyers with Seven & i Group FT (fair trade) Project managers as instructors Started to share information related to fair trade and labeling in Product Division morning meetings (conducted on a weekly basis since January) Issued internal newsletters 4 times during the year 	△	<ul style="list-style-type: none"> Continue to share information related to fair trade and labeling in Product Division morning meetings (conduct on a weekly basis) Expand sharing of labeling-related information to the Sales Promotion Department and Sales Department Issue internal newsletters 4 times during the year and share information appropriately

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Gas heat pump air conditioning facilities: Replace at 2 stores (reduction of approximately 20 tons of CO₂ annually) LED lighting: Replace at 10 stores (reduction of approximately 100 tons of CO₂ annually) 	<ul style="list-style-type: none"> Gas heat pump air conditioning facilities (partial upgrade): Replaced at 1 store Electric heat pump air conditioning facilities (partial upgrade): Replaced at 2 stores (Reduction of approximately 32 tons of CO₂ annually for gas and electric combined) LED lighting: Replaced at 9 stores (reduction of approximately 108.8 tons of CO₂ annually) 	○	<ul style="list-style-type: none"> LED lighting: Replace at 16 stores (reduction of approximately 256 tons of CO₂ annually)
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Plastic bag turndown rate: 85% 	<ul style="list-style-type: none"> Plastic bag turndown rate: 83.2% 	△	<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 4 times annually) Participate in group-linked projects and raise awareness among all employees through sharing information internally 	<ul style="list-style-type: none"> Showcased sustainability initiatives in all internal newsletters (issued 4 times annually) Started reduction activities at all stores with the aim of reducing plastics in store operations 	○	<ul style="list-style-type: none"> Continue to raise employee environmental awareness using internal newsletters (issued 4 times annually) Participate in group-linked projects and raise awareness among all employees through sharing information internally

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions ^{*1*}	t-CO ₂	13,703	12,530	12,567
CO ₂ emissions from store operations (per store) ^{*1*}	t-CO ₂	13,529 (116)	12,360 (102)	12,420 (100)
Electricity consumption in store operations ^{*1}	GWh	27	25	24
Water usage in store operations ^{*1}	1,000m ³	15	14	13.4
Plastic bag turndown rate	%	7.6 (to June 30) 85.7 (from July 1 to February 28)	83.3	83.2

*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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Supporting childcare and elderlies				
	<ul style="list-style-type: none"> Aim to place dedicated maternity advisors at all stores. Increase certification from once a year (conduct in December) to twice a year (conduct in June and December) from FY2022, toward placement at all stores 	<ul style="list-style-type: none"> Conducted certification twice in the year, June and December (9 employees received certification in June). As of the end of February 2022, there were maternity advisors placed in 101 of the 119 stores nation-wide (other than the 4 stores newly opened in FY2022) 	△	<ul style="list-style-type: none"> Promote understanding of the role and purpose of placing maternity advisors in stores to department managers and continue our aim of having maternity advisors placed in all stores

Improve work engagement and environment for people working in Group businesses

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources				
	<ul style="list-style-type: none"> Enable correspondence courses to be viewed via smartphone to make them available to be utilized by staff members during their spare time. Develop a system so that course registrations and participation can be done via the website rather than using booklets Number of correspondence course registrations: 100 (up 16% compared to the previous fiscal year) 	<ul style="list-style-type: none"> The number of prospective correspondence courses was 76 (85% of the previous fiscal). While the number of registrations decreased, the number of registrations from recipients of childcare leave who had not registered as of the previous fiscal year increased on account of now being able to apply via the website. This resulted in promoting their self-development during their leave from work Adopted an external online English conversation course, and 20 employees applied 	△	<ul style="list-style-type: none"> Place at least 1 employee in all stores that is qualified as either a vehicle advisor or footwear advisor (internal certification) (As of June 1, there are 24 stores without an advisor) Launch the certification system for childcare product advisors during FY2023
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 took 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: 6 hours 	<ul style="list-style-type: none"> Monthly overtime per person: 7.6 hours Due to effects of COVID-19 infections, employees remained at home for extended periods (7 to 10 days) when they or a family member had been infected, and this caused shortages of the personnel needed for operations. While operational adjustments were made, the limited number of management personnel resulted in overtime 	△	<ul style="list-style-type: none"> Monthly overtime per person: less than 7 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): 30% 	<ul style="list-style-type: none"> Stores without a part-time leader: 7 (other than the stores newly opened in FY2022) Percentage of female managers (section manager): 26.8% 	△	<ul style="list-style-type: none"> Stores without a part-time leader: 0 Percentage of female managers (section manager): 30%
Assuring occupational safety and health				
	<ul style="list-style-type: none"> Number of accidents at work: less than 30 	<ul style="list-style-type: none"> Number of accidents at work: 28 	○	<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 2023)		(persons)
Full-time employees*1		874
	Male	488
	Female	386
Part-time staff*2		310
	Male	6
	Female	304
Number of employees (full-time employees + part-time staff)		1,184
	Male	494
	Female	690
New graduate employees hired		33
	Male	11
	Female	22
Mid-career employees hired		8
	Male	2
	Female	6

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	14 years 2 months	15 years 2 months	16 years 7 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	124 (1, 80)	83 (0, 52)	79 (8, 49)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	3 (0, 3)	0 (0, 0)	2 (0, 0)
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage)*4	199 (35.9%)	194 (34.6%)	246 (41.0%)
Team leader	135 (51.3%)	128 (51.0%)	166 (59.5%)
Section manager	59 (23.0%)	58 (22.9%)	72 (26.8%)
Division manager	5 (17.2%)	8 (17.0%)	8 (15.4%)
Corporate officer*5	2 (13.3%)	2 (11.8%)	2 (16.7%)
Percentage of employees with disabilities*6	2.79%	2.86%	2.66%
Percentage of paid leave taken by full-time employees	62.4%	69.9%	72.2%
Frequency rate of workplace accidents	0.86	1.46	0.42
Severity rate of workplace accidents	0.03	0.08	0.01

*1 The figure includes 26 persons reemployed after mandatory retirement.

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

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

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

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

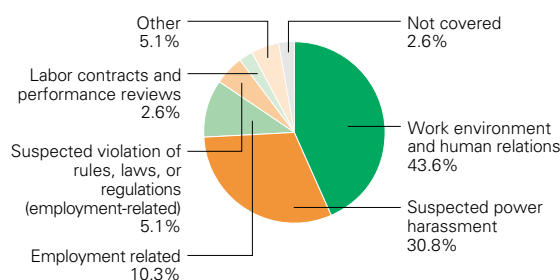
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

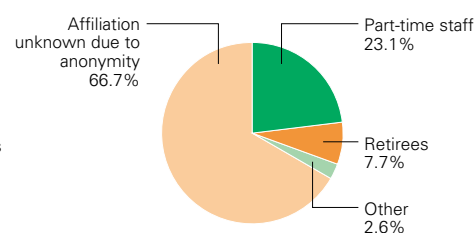
The total number of reports increased by four from the previous year. "Work environment, human relations" and "suspected power harassment" accounted for around 74% of all reports, with a particular increase in reports concerning "suspected power harassment." Moreover, most of these reports were cases requiring responses by stores. While there were no reports of serious misconduct, there were cases of high risk which involved repeated reports and required prolonged responses.

As part of our activities to raise awareness of the internal whistleblowing system, we have worked to thoroughly enforce the placement of posters distributed at Head Office and all stores. In addition, we are making 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 FY2022 Reports received: 39 (up 11.4% compared to the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

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

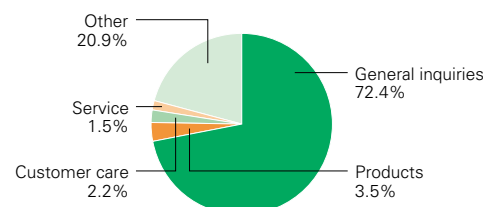
Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions				
	<ul style="list-style-type: none"> Number of customer complaint: lower than the previous fiscal year's performance Collate customer feedback with a focus on (1) opinions 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 Encourage staff to propose improvements and raise issues 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 	<ul style="list-style-type: none"> Number of customer complaints: 347 (down 43, or 11% from the previous fiscal year) The PPM value saw improvement at 22.3 (up 2.5 from the previous fiscal year). Conversely, there were fewer cases of customer praise and thanks at 59 (down 11, or 16% from the previous fiscal year) Enhanced analysis of receipt questionnaires and the checking of social media in addition to direct feedback to customer support. The wide-ranging and speedy collection of customer feedback and internal sharing contributed to a significant improvement in the number of customer complaints Proactively shared customer praise and thanks internally with internal tools. Gained new insights regarding customer service by focusing both on customer complaints as well as customer praise and thanks 	○	<ul style="list-style-type: none"> Number of customer complaints: continue to target a lower number than the previous fiscal year's performance Share complaints/praise/opinions/inquiries, and other information internally, either immediately, or on a daily/weekly/monthly basis depending on their content with a focus on (1) opinions received at customer support, (2) checking of social media, and (3) receipt questionnaires Raise issues and propose improvements with staff on current services and operations based on feedback from customers Continue to post customer praise and thanks on the 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 alongside them and respond in a speedy and honest manner. Since many of our customers calling customer support are first-time users of this service, these customers have numerous problems, things that they do not know, and uncertainties. In order to alleviate such anxieties even a little in line with our slogan of "smile childcare," we strive to deliver kind customer care. Also, rather than following past business and customer response practices, we respond to customers and make proposals with an eye toward the future.

Breakdown of inquiries by category for FY2022 Inquiries received: 9,573 (down 18.5% from the previous fiscal year)



Disaster assistance

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Providing support for disasters				
	<ul style="list-style-type: none"> Provide necessary support in collaboration with the Group companies 	<ul style="list-style-type: none"> Provided necessary support in collaboration with the Group companies 	○	<ul style="list-style-type: none"> Provide necessary support in collaboration with the Group companies

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, 2023: 497 (including 38 FC stores)

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Collaborate with QC (quality control) to hold factory audits. Make audits mandatory for new factories, and implement audits for the top 12 companies by transaction amounts 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"> Carried out factory audits <ul style="list-style-type: none"> 10 new factories Top companies by transaction amounts <ul style="list-style-type: none"> Exempted: 6 factories Difficult-to-visit overseas factories: 3 factories Domestic locations surveyed: 2 factories Store complaints: 2,677 (1,568 in FY2021, 170.1% compared to the previous fiscal year) Number of compliments: 857 (788 in FY2021, 108.7% compared to the previous fiscal year) 	<p>○</p> <p>×</p> <p>△</p>	<ul style="list-style-type: none"> Collaborate with QC to hold factory audits. Make audits mandatory for new factories, and implement audits for the top companies by transaction amounts (Excluding exempted locations) Store complaints: 90% compared to the previous fiscal year Number of compliments: 110% compared to the previous fiscal year
Providing appropriate information				
	<ul style="list-style-type: none"> For displays of products with limits on quantity such as limited-quantity products, seasonal products, and the like, provide appropriate displays that conform with Consumer Affairs Agency operating standards 	<ul style="list-style-type: none"> In cases where there are limits on quantity such as with ingredients for seasonal products, recorded the minimum one-day amount on the menu. Same applied to period-specific restriction notations 	<p>○</p>	<ul style="list-style-type: none"> In cases where there are limits on quantity such as with ingredients for seasonal products, record the minimum one-day amount on the menu. Period-specific restriction notations will also continue, and customer misunderstandings resolved

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Expand installation of stores with demand control systems: 29 stores 	<ul style="list-style-type: none"> Installation of planned 29 stores completed by February 2023. Electricity costs for FY2023 expected to be reduced by 29.5 million yen by operating systems at full throughout the year 	<p>○</p>	<ul style="list-style-type: none"> Study expanding installation of demand control systems to new and renovated stores
Reducing waste and developing a circular economy				
	<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% 	<ul style="list-style-type: none"> Received certification of specialized food recycling loop for coffee grounds Selected composting recycler, negotiated with farms, procured products, and discussed adding to the menu Food waste recycling rate: 59.9% (Volume recycled increased thanks to promoting sorting) 	<p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Build food waste recovery scheme in concert with logistics Develop a recycling-based menu. File a recycling business plan with the authorities during the fiscal year Food waste recycling rate: 60.0%
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Recommend taking the Eco Test <ul style="list-style-type: none"> Recommend to those employees who have not passed the Eco Test that they plan to take the IBT-format test For the 20 to 25 employees who take each test (40 to 50 annually), prepare a program that combines internal study groups with mock examinations, with full-company support 	<ul style="list-style-type: none"> 1st time: Test taken on August 8 with 22 entrants (6 passed) 2nd time: Test taken on November 28 with 10 entrants (3 passed) Study groups and mock examinations held each time Since the second test was restricted to entrants who did not pass the first one, number of test-takers did not reach quota 	<p>△</p> <p>△</p>	<ul style="list-style-type: none"> Continue to recommend taking the Eco Test <ul style="list-style-type: none"> Recommend to those employees who have not passed the Eco Test that they plan to take the IBT-format test Get 20 employees (40 annually) to take each test (twice annually), prepare a program that combines internal study groups with mock examinations, and offer full-company support

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions ^{*1*2*3}	t-CO ₂	51,533	39,994	37,642
CO ₂ emissions from store operations ^{*1*3}	t-CO ₂	49,516	38,361	37,543
CO ₂ emissions from delivery vehicles ^{*1*3*4}	t-CO ₂	1,906	1,535	0
Electricity consumption in store operations ^{*1}	GWh	96	78	76
Water usage in store operations ^{*1*4}	1,000m ³	1,146	1,135	811.821
Waste disposal (recycling rate)	t (%)	7,454 (24.6)	7,379	7,207 (34.2)
Food waste recycling rate	%	50.8	56.4	59.9

*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 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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Supporting childcare and elderlies				
	<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 	<ul style="list-style-type: none"> Held online food education classes for children. Prepared to resume workplace experiences, etc. in FY2023 	○	<ul style="list-style-type: none"> Aim to provide in-person safe and secure food education classes and workplace experiences

Improve work engagement and environment for people working in Group businesses

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Development of human resources				
	<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 (376 people) 	<ul style="list-style-type: none"> 7FS Values Day: Held 48 times (1,340 people) Management training on appointment: Held 9 times (108 people) Executive leadership training: Held 5 times (for 139 people total) DM leadership training (Name: Boot Camp): Held 4 times (40 people) DM hospitality training: Held once (38 people) Young employee training <ul style="list-style-type: none"> Employees in their second year of employment: Held 9 times (for 110 people total) Employees in their third year of employment: Held 9 times (for 92 people total) 	<p>○</p> <p>△</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p> <p>×</p>	<ul style="list-style-type: none"> 7FS Values Day: Hold 50 times (1,250 people) Management training on appointment: Hold 15 times (As need per appointment) DM training program (facilitation): Hold 24 times in total (12 people) Training to improve DM customer service capabilities: Hold once (35 people) Young employee training <ul style="list-style-type: none"> Employees in their third year of employment: Hold 9 times (for 99 people total)
Implementing fair assessment and treatment of employees				
	<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 	<ul style="list-style-type: none"> Completed revision of personnel systems, encompassing revisions of evaluation systems, and promotion and demotion standards. Digitized process evaluations, and strengthened information sharing with higher-ups and data-based quantitative analyses. Also worked to make it possible to record individuals' career aspirations when doing the evaluations, and confirm individuals' wishes 	△	<ul style="list-style-type: none"> Since summarization and analyticity of evaluation data was improved thanks to digitization of process evaluations, and since it has also become possible to confirm an individual's wishes, utilize the data to promote personnel assignments that will be advantageous to both the individual and the company
Achieving a work-life balance				
	<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 employees: 1.2h or less Monthly rate of leave-taking: 98% or more 	<ul style="list-style-type: none"> Average monthly overtime <ul style="list-style-type: none"> Full-time employees: 16.9h Contract employees: 14.8h Part-time employees: 1.0h Monthly rate of leave-taking: 97.6% 	<p>×</p> <p>×</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> Average monthly overtime <ul style="list-style-type: none"> Full-time employees: 15h or less Contract employees: 13h or less Part-time employees: 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: 8% or more Number of foreign employees: 140 Percentage of female managers: Section manager or higher position: 11% Team leader or higher position: 22% 	<ul style="list-style-type: none"> Percentage of seniors employed: 889 people (8.9% of total) Number of foreign employees: 144 Percentage of female managers: Section managers (DM, GM): 7.9% Team leaders (BM, store managers, S staff): 27.2% 	<p>○</p> <p>○</p> <p>△</p> <p>○</p>	<ul style="list-style-type: none"> Percentage of seniors employed: 9.0% or more Number of foreign employees: 150 Percentage of female managers: Section managers 5 → 8, 13.6% Team leaders: 135 → 149, 29.6%
Assuring occupational safety and health				
	<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% 	<ul style="list-style-type: none"> Number of occupational accidents at work: 200 Participation rate in regular health checks by employees: 99.2% Participation rate in secondary health checks by employees: 83% Participation rate in health checks by employees who work the late-night shift: 100% Stress check-up rate: 97.9% 	<p>○</p> <p>△</p> <p>○</p> <p>○</p> <p>△</p>	<ul style="list-style-type: none"> Perform risk assessments of those stores where serious accidents resulting workplace absences have occurred many times Number of occupational accidents: 180 Participation rate in regular health checks by employees: 100% Participation rate in secondary health checks by employees: 85% Participation rate in health checks by employees who work the late-night shift: 100% Stress check-up rate: 95%

Personnel Data

Breakdown of number of employees (as of the end of February 2023) (persons)		
Full-time employees*1		825
	Male	675
	Female	150
Part-time staff*2		3,752
	Male	904
	Female	2,848
Number of employees (full-time employees + part-time staff)		4,577
	Male	1,579
	Female	2,998
New graduate employees hired		0
	Male	0
	Female	0
Mid-career employees hired		7
	Male	5
	Female	2

	FY2020	FY2021	FY2022
Average length of service (full-time employees)	16 years 6 months	16 years 2 months	17 years 5 months
Number of full-time employees who took childcare leave (males, part-time staff)*3	53 (1, 40)	46 (2, 34)	33 (10, 14)
Number of full-time employees who took nursing care leave (males, part-time staff)*3	0 (0, 0)	0 (0, 0)	3 (0, 1)
Number of volunteer leave recipients	0	0	1
Number of female managers (percentage)*4	199 (24.4%)	168 (24.5%)	151 (23.6%)
Team leader	192 (26.0%)	162 (26.6%)	144 (25.6%)
Section manager	6 (9.4%)	4 (6.6%)	5 (7.9%)
Division manager	1 (6.3%)	2 (11.1%)	8 (12.5%)
Corporate officer*5	4 (26.7%)	4 (26.7%)	2 (15.4%)
Percentage of employees with disabilities*6	2.82%	2.86%	3.02%
Percentage of paid leave taken by full-time employees	73.3%	59.5%	60.2%
Frequency rate of workplace accidents	0.65	1.44	0.50
Severity rate of workplace accidents	0.03	0.06	0.01

*1 The figure includes 45 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.

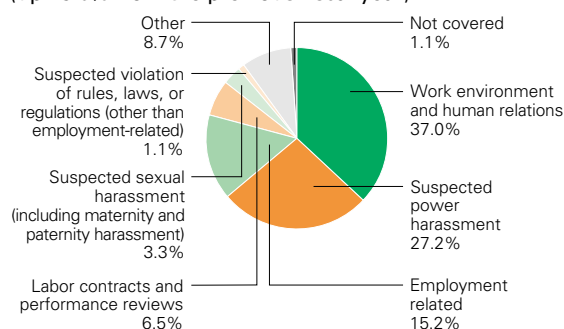
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

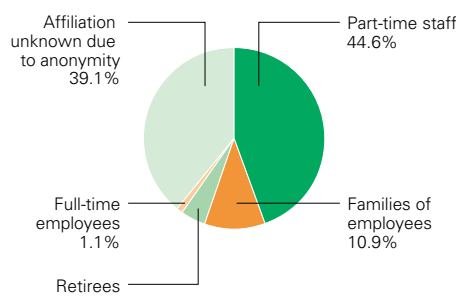
Breakdown of reports by category for FY2022

Reports received: 92

(up 13.6% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions	<ul style="list-style-type: none"> Continue sharing customer feedback collected on a weekly basis; all executive to participate in making improvements 	<ul style="list-style-type: none"> Checked situations where some executives from each Head Office-related department were not sharing customer feedback within their department and corrected it 	×	<ul style="list-style-type: none"> Continue sharing customer feedback collected on a weekly basis; all executive and Head Office employees to participate in making improvements

Data from Customer Support

The number of complaints in FY2022 increased by approximately 14%, and the number of reports showed a similar year-on-year increase. As in FY2021, the most common complaints were, with regard to food preparation, that the wrong food was served and preparation took too long and, with regard to customer contact, that there was a lack of concern for the customer and attitudes toward customers were poor.

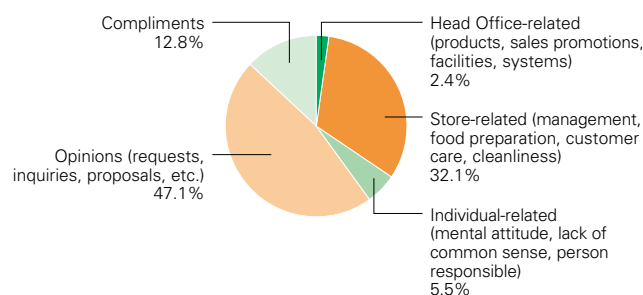
- Complaints: 2,406 cases in FY2021 to 2,749 cases in FY2022 (an increase of 343 cases, or 14.3 % from the previous fiscal year)
- Compliments: 933 cases in FY2021 to 880 cases in FY2022 (a decrease of 53 cases or 5.7% from the previous fiscal year)

In FY2023, we will take measures to reduce the number of store-related complaints by addressing items with the worst records relating to food preparation and customer contact.

Customer support inquiries by topic for FY2022

Inquiries received: 6,862

(up 13.9% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Promoting regional development				
	<ul style="list-style-type: none"> • Promote transition from use of imported foodstuff ingredients to domestically-produced ingredients • Continue cooperation with municipalities on childcare support and reducing food loss • Expand and increase support for foodbanks to which foodstuffs are donated 	<ul style="list-style-type: none"> • No track record of any transitions. Looking toward FY2023, completed preparations to domestically produce ingredients for vanilla ice cream • Concluded agreements on childcare support with all municipalities in which Denny's will open stores. Continued cooperation on reducing food loss • Donated some foodstuffs no longer being used due to menu changes 	△	<ul style="list-style-type: none"> • Promote transition from use of imported foodstuff ingredients to domestically-produced ingredients • Provide childcare support services that municipalities in regions with stores are implementing • Continue foodstuff donation activities

Disaster assistance

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 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 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"> • 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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Implementing crime prevention measures for local communities				
	<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 allowing participation of police personnel in training and reinforce cooperation with investigative agencies and business partners to eradicate financial crime 	<ul style="list-style-type: none"> Thanks to prompt and accurate responses to increasingly-sophisticated phishing incidents, there were no monetary losses involving Seven Bank accounts Immediately provided images from security cameras installed at ATMs and other locations to investigative agencies in order to respond quickly to crime and contribute to the minimization of harms from crime Allowed participation by police personnel in training and took financial crime countermeasures that employ the unique perspective of the police. Contributed to prevention of expanding harm from financial crimes not only for Seven Bank accounts, but also for Seven & i Group distribution companies 	○	<ul style="list-style-type: none"> Consolidate and analyze information and knowledge from industry, academia, and government and provide safe and secure payment environments to customers to reinforce countermeasures against increasingly sophisticated and complex financial crimes Strengthen our anti-money laundering (AML) and combating the financing of terrorism (CFT) stance by leveraging the tangible and intangible financial crime assets of the Seven Bank Group Expand participation by police personnel as well as financial crime trainees from affiliated partner financial institutions. Contribute to holistic reinforcement of financial crime countermeasures in the financial industry
Maintain more customer-friendly and reliable stores and facilities				
	<ul style="list-style-type: none"> Provide financial services to meet diverse needs 	<ul style="list-style-type: none"> Launched a My Number portal information connection service using My Number Cards at ATMs 	○	<ul style="list-style-type: none"> Provide financial services to meet diverse needs

Provide safe, reliable, and healthier merchandise and services

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Ensuring the quality and safety of products and services				
	<ul style="list-style-type: none"> Review BCP using business impact analysis (BIA) and establish policies: essential business operations, backup systems (infrastructure, personnel development, etc.), business continuity policies Number of BCP training sessions planned: 19 	<ul style="list-style-type: none"> Reviewed BCP using BIA and added 10 tasks to essential tasks Conducted 17 trainings excluding plan changes 	<p>○</p> <p>△</p>	<ul style="list-style-type: none"> In response to the review of BCP, revise business continuity policies and rules and business continuity plans Number of BCP training sessions planned: 19

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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Measuring appropriately the environmental impact				
	<ul style="list-style-type: none"> Continuously ascertain results for environmental values and enhance disclosures in accordance with the TCFD recommendations 	<ul style="list-style-type: none"> Scope 1 & 2 CO₂ emissions: 663 t-CO₂ Identified risks and opportunities in transition risks and physical risks and performed scenario analysis 	○	<ul style="list-style-type: none"> Continuously ascertain results for environmental values and enhance disclosures in accordance with the TCFD recommendations
Improving energy efficiency and introducing renewable energy				
	<ul style="list-style-type: none"> Switch office lighting to LEDs Promote paperless operations 	<ul style="list-style-type: none"> Completed transition to LED lighting in the head office on September 5, 2022 Electricity consumption in Marunouchi: down 4% from the previous fiscal year Number of pages output by multifunction printers: down 13.1% from the previous fiscal year 	○	<ul style="list-style-type: none"> Promote transition to LED lighting at each site (completed at Kinshicho in FY2018) Promote paperless operations
Reducing waste and developing a circular economy				
	<ul style="list-style-type: none"> Recycle 100% of discarded ATMs Promote the 3Rs (reduce, reuse, recycle), including in offices 	<ul style="list-style-type: none"> Achieved approximately a 100% recycling rate on an ATM parts basis by promoting reuse of steel, stainless steel, plastic, etc. as recycled resources Recycled some unneeded office furniture and books 	○	<ul style="list-style-type: none"> Maintain ATM recycling rate of approximately 100% Promote the 3Rs (reduce, reuse, recycle), including in offices
Raising environmental awareness among employees				
	<ul style="list-style-type: none"> Hold seminars to increase awareness of social and environmental issues and encouraged measures to work-site solve problems 	<ul style="list-style-type: none"> Approximately 30 management-level employees participated in on-site observation of ATM recycling Conducted seminars on biodiversity with approximately 50 persons participating 30 persons participated in environmental protection activities at Takao Forest 	○	<ul style="list-style-type: none"> Hold seminars to increase awareness of social and environmental issues and encourage 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"> Replaced 13,274 ATMs with 4th-generation models 	○	<ul style="list-style-type: none"> Promote replacement installations of 4th-generation ATMs, which use 40% less power than the previous generation

Environmental Data

	Unit	FY2020	FY2021	FY2022
CO ₂ emissions*1*2*3*4	t-CO ₂	638	596	663
Volume of paper ordered for office automation equipment	1,000 sheets	2,410	2,351	1,920

*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.

*4 Since FY2022, CO₂ emissions from the use of steam, cold water, and hot water are included.

Achieve a society in which diverse people can actively participate

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 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 4 million copies of the "Bonolon, Warrior of the Forest" picture book for reading aloud were distributed for free Seven Bank donated 100 yen for each Bonolon cash card issued and donated Bonolon hardcover picture books to children's centers nationwide Held the Bonolon Story Session at the Sogo Omiya store 	○	<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

FY2022 Targets/Results and FY2023 Targets

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

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Effective use of diverse human resources				
	<ul style="list-style-type: none"> Promote diversity and its inclusion Promote the development of an environment and reforming awareness to enable all employees to perform to their full potential, regardless of nationality or gender Use ICT tools to activate inner communication Improve engagement <ul style="list-style-type: none"> Conduct periodic surveys Implement measures to improve workplace environments 	<ul style="list-style-type: none"> Recruited diverse and appealing human resources Provided sites for employees to perform to their full potential regardless of nationality or gender Actively used online communication tools Conducted Seven & i Group engagement surveys (once annually) and internal surveys (once every 3 months). In addition, implemented various exchange measures 10 times and introduced tools to convey praise and gratitude among employees in order to invigorate companywide communication 	○	<ul style="list-style-type: none"> Promote diversity and its inclusion Promote the development of an environment and reforming awareness to enable all employees to perform to their full potential, regardless of nationality or gender Use ICT tools to activate inner communication Improve engagement <ul style="list-style-type: none"> Conduct periodic surveys Implement measures to improve workplace environments Reinforce awareness building
Development of human resources				
	<ul style="list-style-type: none"> Develop human resources who can support secondary growth <ul style="list-style-type: none"> Provide training opportunities to enhance interpersonal skills and develop human resources with human appeal Reinforce training in different job types that leads to higher quality relationships among employees Conduct training to enhance communications skills Develop opportunities for employees to acquire the skills to perform multiple jobs 	<ul style="list-style-type: none"> Developed human resources who can support secondary growth <ul style="list-style-type: none"> Conducted training on learning about one's own strengths for recently-promoted employees and recently-appointed managers Conducted training by employee rank for a total of 400 employees with an emphasis on in-person training to reinforce lateral ties that weakened during the COVID-19 pandemic Conducted training camps to learn the importance of teamwork through experience-based training with members from different departments and job types Conducted in-house internships in specific departments as a part of career development support 	○	<ul style="list-style-type: none"> Develop human resources who can support secondary growth <ul style="list-style-type: none"> Provide training opportunities to enhance interpersonal skills and develop human resources with human appeal Reinforce training in different job types that leads to higher quality relationships among employees Conduct training to enhance communications skills Conduct IT & DX training to develop DX human resources
Achieving a work-life balance				
	<ul style="list-style-type: none"> Encourage proactive use of the system to support a good balance between work and childcare/ nursing care Encourage active use of the work-from-home system and staggered working hours 	<ul style="list-style-type: none"> Conducted nursing care seminars and raised internal awareness Continued systems for all employees 	○	<ul style="list-style-type: none"> Investigate expansion of systems that enable employees to perform nursing care while working Continue 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 5 consecutive days of leave) Enhance employee support provided by public health nurses Conduct stress check ups 	<ul style="list-style-type: none"> Notified supervisors about employees who have not taken leave and encouraged the employees to take leave Operated a health consultation room Implemented at the end of July 	○	<ul style="list-style-type: none"> Improve rate of paid leave taken (encourage employees to take 5 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 2023)		(persons)
Full-time employees*1		581
	Male	382
	Female	199
Contractual/part-time employees*2		73
	Male	15
	Female	58
Number of employees (full-time employees + contractual/part-time employees)		654
	Male	397
	Female	257
New graduate employees hired		17
	Male	9
	Female	8
Mid-career employees hired		62
	Male	48
	Female	14

	FY2020	FY2021	FY2022
Average length of service (full-time employees)*3	8 years 2 months	8 years 2 months	7 years 9 months
Number of full-time employees who took childcare leave (males, contractual/ part-time employees)*3	19 (5, 4)	15 (2, 5)	24 (6, 2)
Number of full-time employees who took nursing care leave (males, contractual/ part-time employees)	0 (0, 0)	0 (0, 0)	1 (0, 1)
Number of volunteer leave recipients	0	0	0
Number of female managers (percentage)*4	65 (25.2%)	78 (27.2%)	83 (26.9%)
Team leader	41 (38.7%)	53 (43.4%)	53 (36.6%)
Section manager	24 (18.2%)	24 (16.8%)	27 (18.4%)
Division manager	0 (0.0%)	1 (7.1%)	3 (18.8%)
Corporate officer*5	3 (13.0%)	3 (13.6%)	2 (10.5%)
Percentage of employees with disabilities*6	2.06%	2.67%	2.30%
Percentage of paid leave taken by full-time employees	69.9%	81.1%	83.6%
Frequency rate of workplace accidents	0.00	0.00	0.77
Severity rate of workplace accidents	0.00	0.00	0.01
Number of reports from employees' Helpline	4	6	7

*1 The figure includes 33 persons reemployed after mandatory retirement.

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

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

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

*5 The 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.

Create an ethical society through dialogue and collaboration with customers

FY2022 Targets/Results and FY2023 Targets

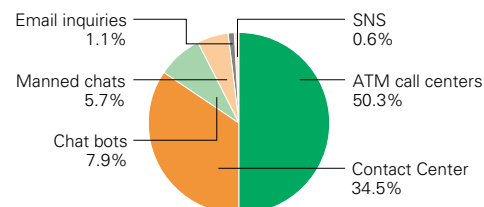
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2022 Targets and Plans	FY2022 Results and Outcomes	Evaluation	FY2023 Targets
Responding sincerely to customers' opinions	<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 	<ul style="list-style-type: none"> Received three stars in the HDI-Japan rating survey in both web support and help desk categories Completed development of support channels tailored to customer needs. Achieved response rates in excess of 90% for all channels 	○	<ul style="list-style-type: none"> Continue initiatives to improve customer satisfaction Expand the scope of responses by customer support channels and raise response completion rates on each channel

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 FY2022 Inquiries received: 1,046,103 (up 1.3% from the previous fiscal year*)



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