

Group Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023
CO ₂ emissions* ¹	t-CO ₂	2,970,892	2,685,885	2,604,781
Scope 1	t-CO ₂	123,766	114,083	106,818
Scope 2	t-CO ₂	2,847,126	2,571,802	2,497,963
Electricity consumption in store operations* ²	GWh	7,521	7,295	7,199
Water usage in store operations* ³	1,000m ³	31,327	34,524	36,539

*1 The data is the total for 11 companies: Seven-Eleven Japan (including Seven-Eleven Okinawa), Ito-Yokado, York-Benimaru, SHELL GARDEN, IY Foods, Akachan Honpo, THE LOFT, Seven & i Food Systems, Seven Bank, Seven & i Holdings, and 7-Eleven, Inc. (Sales of the 11 companies cover 98.1% of the Group's total sales.) Also, the figures through FY2021 include Sogo & Seibu and Barneys Japan. 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 the total for 9 companies, excluding Seven Bank and Seven & i Holdings from the companies covered in *1. (Sales of the 9 companies cover 97.4% 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 9 companies: Seven-Eleven Japan (including Seven-Eleven Okinawa), Ito-Yokado, York-Benimaru, SHELL GARDEN, IY Foods, Akachan Honpo, THE LOFT, Seven & i Food Systems, and 7-Eleven, Inc. (Sales of the 9 companies cover 97.4% 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 2024)	(persons)
Full-time employees* ²	24,984
Male	16,947
Female	8,037
Part-time staff* ³	35,570
Male	6,410
Female	29,160
Number of employees (full-time employees + part-time staff)	60,554
Male	23,357
Female	37,197
New graduate employees hired	473
Male	249
Female	224
Mid-career employees hired	293
Male	213
Female	80
Turnover (full-time employees)	1,231
Male	752
Female	479

Unless otherwise indicated, units for numbers are "persons."

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	17 years 1 months	18 years 8 months	15 years 5 months
Male	18 years 3 months	18 years 7 months	16 years 3 months
Female	14 years 2 months	15 years 3 months	13 years 0 months
Number of full-time employees who took childcare leave* ⁴	1,088	1,117	1,233
Male	53	150	255
Female	1,035	967	978
Part-time staff	445	398	361
Number of full-time employees who took nursing care leave* ⁴	75	96	77
Male	8	9	14
Female	67	87	63
Part-time staff	61	75	58
Number of volunteer leave recipients	10	9	17
Percentage of female full-time employees	28.3%	28.2%	32.2%
Percentage of female officers	Corporate officer* ⁵ 12.9%	13.9%	16.7%
Executive officer* ⁶	14.4%	15.7%	21.2%
Number of female managers (percentage)* ⁷	1,911 (24.9%)	2,659 (29.4%)	2,921 (29.6%)
Division manager	90 (8.3%)	98 (8.3%)	101 (8.3%)
Section manager	606 (23.3%)	636 (24.1%)	786 (27.3%)
Team leader	1,215 (30.4%)	1,925 (36.8%)	2,034 (35.3%)
Percentage of employees with disabilities* ⁸	2.98%	3.16%	3.26%
Percentage of paid leave taken	55.4%	55.9%	58.0%
Full-time employee turnover rate	5.7%	5.6%	5.3%

*1 The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, Seven & i Food Systems, THE LOFT, and Seven Bank. (Sales of the 8 companies cover 97.6% of the Group's total sales in Japan.) However, the figures through FY2022 include Sogo & Seibu, and exclude THE LOFT.

*2 The figure includes 1,691 persons reemployed after mandatory retirement.

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

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

*5 The data is the total for 4 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, and York-Benimaru. However, the figures through FY2022 include Sogo & Seibu and York. As of May 31 of the following fiscal year. Officers include directors, Audit & Supervisory Board members, and executive officers (excluding executive officers who also serve as directors).

*6 The data is the total for 4 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, and York-Benimaru. However, the figures through FY2022 include Sogo & Seibu and York. As of May 31 of the following fiscal year. Excluding executive officers who also serve as directors.

*7 The percentage of team leaders and higher positions, excluding corporate officers.

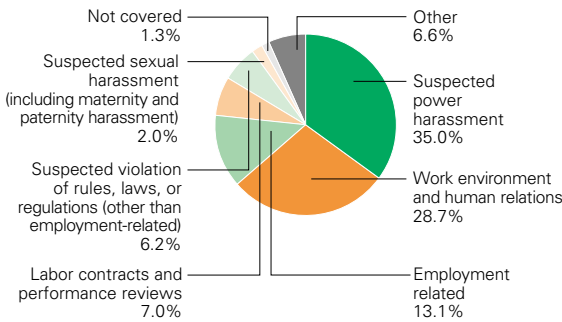
*8 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Groupwide Helplines for Employees

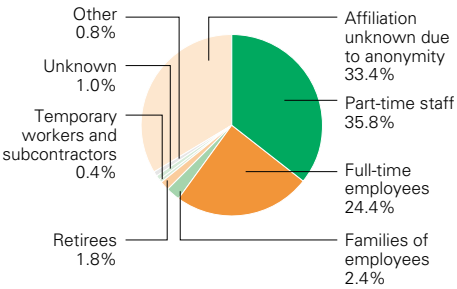
Seven & i Holdings has established the Groupwide Employee Helpline, the internal whistleblowing system for employees, with a third-party organization as a part of the group-wide internal controls to receive grievances and consultation requests from employees. This system applies to both employees of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

	FY2021	FY2022	FY2023
Number of reports	1,024	1,020	933

Breakdown of reports by category for FY2023
Reports received: 933
(down 8.5% 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 29, 2024: 21,535 (including 172 Seven-Eleven Okinawa stores)

Create a livable society with local communities through various customer touchpoints

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Shopping Support				
	- 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) Expand delivery areas as needed	- Cumulative number of mobile stores: 125 - Expansion of 7NOW: 12,000 stores Launched the 7NOW app in September 2023 so that customers can use it on a daily basis as a familiar service	○	- Mobile store Anshin Delivery: Expand new stores and areas with stores 7NOW: recommend to all stores nationwide by the end of FY2024 - Take action concerning new delivery options (drone and robot delivery)
Implementing crime prevention measures for local communities				
	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	Promotion of the Safety Station activities Women to seek assistance: 2,116 stores, 3,267 times or more Children to seek assistance: 1,364 stores, 2,076 times or more Protecting seniors: 4,963 stores, 9,614 times or more Prevention of special frauds (including bank fraud): 7,944 stores, 13,454 times or more	○	Promotion of the Safety Station activities Provide a place for women and children to seek assistance, protect seniors, prevent special frauds (including bank fraud)
Maintaining more customer-friendly and reliable stores and facilities				
	Install facilities and provide barrier-free access to create more customer-friendly and reliable stores	- Late-night security guard program Started verification tests to create environments where store employees can work safely and with reassurance, even late at night - Pointing sheets Placed "pointing sheets" at the register counters of all stores with the aim of creating environments where anyone can shop easily	○	Late-night security guard program Expand verification tests in preparation for implementation in FY2025

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Building quality control systems				
	- 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	- Continued to conduct quality control training for employees - NDF-FSMS certification system: 100% acquisition Acquisition of certification by all factories where daily products are manufactured in Japan. After certification, performed maintenance audits and improved management systems	○	- Continue to conduct quality control training for employees - NDF-FSMS certification system: 100% acquisition Acquisition of certification by all factories where daily products are manufactured in Japan. After certification, perform maintenance audits and improve management systems
Food safety and reliability				
	- 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	- Use of food additives Used the minimum necessary types and quantities. Set voluntary standards for food additives - Reducing trans-fatty acids Continued voluntary efforts to reduce total amounts - Labeling of food allergens In addition to the seven mandatory labeling items, original products also displayed the 21 recommended labeling items	○	- 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 In addition to the seven mandatory labeling items, original products also display the 21 recommended labeling items
Health and nutrition				
	- Development of healthy food products Expand development of the Seven-Eleven healthy product series - Labeling of nutritional components Also label sugars and dietary fiber, which is not required under the Food Labeling Law. Improve package designs to make them easier to consumers to understand	- Sales of food for specified health - Sales of smoothies Expanded stores that have introduced smoothies Starting in May, displayed easy-to-understand caloric information and nutritional values on packages - Launched "Cycle.me," an original well-being food product based on chrono-nutrition tailored to the time of day (morning, afternoon, and night)	○	- Develop safe, reliable, convenient, and healthier food products - Sales of smoothies Expand stores that have introduced smoothies

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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Environmental management				
	- Achievement of 100% ISO 14001 certification rate for offices in Japan 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	- Achievement of 100% ISO 14001 certification rate for offices in Japan domestic business sites and directly-managed stores - Acquisition of Eco Action 21 certification: achievement rate (approximately 91%) for 157 domestic factories where daily products are manufactured	○	- Achievement of 100% ISO 14001 certification rate for offices in Japan and directly-managed stores - Acquisition of Eco Action 21 certification: acquire environmental management system certification with a focus on Eco Action 21 at domestic factories where daily products are manufactured
Reducing waste and developing a circular economy				
	Reduce petroleum-derived single-use plastics and switch to environmentally friendly materials	Reduced petroleum-derived single-use plastics and switched 31.8% to environmentally friendly materials	○	Reduce petroleum-derived single-use plastics and switch 32.8% to environmentally friendly materials
Raising environmental awareness among employees				
	Conduct e-learning for all employees to raise environmental awareness	Conducted e-learning for all employees to raise environmental awareness	○	Conduct e-learning for all employees to raise environmental awareness
Effective use of resources				
	- 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	- Installation of PET bottle collection machines: 3,673 stores; total volume collected by PET bottle collection machines: 3,890 t - The "amount equivalent to Head Office revenue" from the sales of plastic shopping bags (about 880 million yen in FY2023) was used for part of the cost of installation of PET bottle collection machines - Encouragement of customers turning down cutlery and plastic bags through awareness-raising measures such as asking customers during checkout	○	- Promote installation of PET bottle collection machines and increment of collection volume - Encouragement of customers turning down cutlery and plastic bags through awareness-raising measures such as asking customers during checkout
Measures against food loss and for food recycling				
	- 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 - Promotion 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 waste 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	- Food waste recycling rate: 58.5% Expanded Eco Distribution whereby recommended waste disposal providers for franchisees in each region collect all waste from stores for appropriate processing and recycling - Promotion of an Ethical Project Granted 5% of the tax-excluded price for target products near their sales deadline as bonus nanaco points - Implementation of the Temaedori Project Reduced food loss by having customers select and choose products displayed in front of them. Collaborated with local governments in some regions - Expansion of products with longer-lasting freshness to 85% Expanded the ratio of original daily products with sales deadlines of at least 24 hours	○	- Food waste recycling rate: 60.0% Expand Eco Distribution whereby recommended waste disposal providers for franchisees in each region collect all waste from stores for appropriate processing and recycling - Promotion of "Eco-da-ne" Take action to sell products approaching their expiry date at reduced prices. Work to reduce food waste by enabling customers to make selections based on the dining circumstances - 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 Expand the ratio of original daily products with sales deadlines of at least 24 hours
Climate change countermeasures				
	- 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 Installation of hydrogen stations: 3 stores Installation of electric vehicle chargers: 83 stores	- Steady implementation of responsive measures based on the TCFD recommendations - Promoted the introduction of energy-generation and energy-saving equipment at stores LED lighting: signboard lighting at 20,159 stores and sales floor lighting at 20,785 stores Installation of solar power generation panels: 8,962 stores Installation of hydrogen stations: 3 stores Installation of electric vehicle chargers: 161 stores	○	- Steady implementation of responsive measures based on the TCFD - Promote the introduction of energy-generation and energy-saving equipment at stores

Introduction of environmentally friendly packaging				
	- 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	- Nationwide rollout in July 2023 of containers that minimize the use of petroleum-derived inks and colorants to reduce CO₂ emissions during container manufacturing and delivery processes Received 2023 Good Design Award (presented by the Japan Institute of Design Promotion) - Reduced plastic usage by continuing measures such as switching to top-seal type product containers and adopting paper containers - Continued increasing the use of environmentally friendly materials (such as biomass and biodegradable and recycled materials) for product containers	○	- Reduce plastic usage by continuing measures such as switching to top-seal type product containers and adopting paper containers - Continue increasing the use of environmentally friendly materials (such as biomass and biodegradable and recycled materials) for product containers
Sustainable procurement of raw materials				
	- Continue support for Seven Cafe production areas - Expansion of handling of certified products with guaranteed sustainability (MSC certification, etc.)	- Continued support for Seven Cafe production areas - Launched a series of “Mirai Deli” products using meats and fish products made from the beans (peas and soybeans) and factory-grown produce - Continued handling certified products with guaranteed sustainability	○	- Steady implementation of responsive measures based on the TCFD recommendations - Continue support for Seven Cafe production areas - Continue handling certified products with guaranteed sustainability
Supply chain management				
	- 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	- Domestic factories where daily products are manufactured CSR audit: conducted at 62 companies Commenced human rights due diligence measures Measures to prevent occupational accidents - Domestic distribution centers CSR audit: conducted at 42 centers - Overseas processing factories CSR audit: planned - Introduction of environmentally friendly vehicles Hybrid vehicles (HVs): 698 vehicles Clean diesel (CD) vehicles: 4,979 vehicles Electric vehicles (EVs): 8 vehicles Fuel cell vehicles (FCVs): 3 vehicles	○	- Domestic factories where daily products are manufactured Conduct CSR audit Commence human rights due diligence measures Measures to prevent occupational accidents - Domestic distribution centers Conduct CSR audit - Overseas processing factories CSR audit: begin - Promote the introduction of environmentally friendly vehicles

Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023
CO ₂ emissions**1*2*3	t-CO ₂	1,452,270	1,438,457	1,274,930
CO ₂ emissions from store operations (per store)**1*3	t-CO ₂	1,235,126 (55.8)	1,229,295 (56.4)	1,273,443 (57.0)
Electricity consumption in store operations (per store)**1*3	GWh (MWh)	2,852 (129)	2,910 (134)	2,935 (128)
Water usage in store operations**1*4	1,000m ³	12,192	12,313	12,433
Plastic bag usage per store (by weight)	t	0.41	0.35	0.32
Waste disposal (recycling rate)*5	t (%)	304,368 (66.7)	297,863 (67.1)	337,516 (62.8%)
Food waste recycling rate*6	%	50.3	51.6	58.5

*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 operations, Head Office, and training center.

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

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

*5 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 *6.

*6 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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Development of human resources				
	- 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 desire to take the initiative to learn in the form of open web seminars for training store employees	Creation of a system for supporting the acquisition of qualifications to draw out the desire to learn. In addition to the existing Eco Test, supported acquisition of three different types of qualifications	○	System for supporting the acquisition of qualifications Increase the types of qualifications from four to eight and enhance skills as business people
Achieving a work-life balance				
	- Reduce employees' total work hours - Promote awareness-raising activities such as study sessions for managerial positions targeting supervisors who manage employees working shorter hours	- Reduced overtime hours - Encouraged the use of annual paid leave - Encouraged utilization of staggered work and working from home	△	- Reduce overtime hours - Encourage the use of annual paid leave
Assuring occupational safety and health				
	Continue to implement mental health training for managers and new employees	Continued to implement mental health training for managers and new employees	○	Continue to implement mental health training for managers and new employees
Implementing fair assessment and treatment of employees				
	- 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	- Start of operation of a new, fair compensation system based on actions and results - Start of operation of the new evaluation system - Continued training targeting evaluators and evaluatees to promote understanding of the evaluation system	○	Continue training targeting evaluators and evaluatees to promote understanding of the evaluation system
Diversity and inclusion				
	- Employment of people with disabilities 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 Percentage of female managers (section manager): 25.0% Continue seminars to improve knowledge about women's health - Promotion of paternity leave 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 Conduct online sharing of working style case studies not only for childcare, but also for family care	- Employment of people with disabilities Percentage of employees with disabilities: 2.70% Counselors for people with disabilities: 95 Job coaches (in-house workplace adjustment supporters): 22 - Promotion of active participation of female employees Percentage of female managers (section manager): 23.8% Continued to hold seminars to improve knowledge about women's health - Promotion of paternity leave Percentage of male employees taking childcare leave: 55.7% - Striking a balance between work and childcare or family care Conducted seminars about striking a balance between work and childcare or family care	○	- Employment of people with disabilities Improve the percentage of employees with disabilities - Promotion of active participation of female employees Improve the percentage of female managers (section manager) - Promotion of paternity leave Improve the percentage of male employees taking childcare leave - Reinforce measures to provide reasonable accommodations Introduce a parking permit system
Effective use of diverse human resources				
	- 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	- Job seminars for seniors Created employment opportunities for seniors who want to work - Training on customer service at cash registers for non-Japanese employees Continued training to teach Japanese cultural practices and the fundamentals of customer service - Employment support training for teachers and students at special-needs schools Conducted as part of the support for the employment of people with disabilities in collaboration with each administrative authority	○	- Job seminars for seniors Create employment opportunities for seniors who want to work - Training on customer service at cash registers for non-Japanese employees 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 store employee skills			
	• Training for franchise store employees Lend support through training to franchise store owners' work to teach their employees • Cash register customer support contest Hold national competition with the objective of improving both work satisfaction for employees and the level of customer service in the stores	• 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	• Training for franchise store employees Lend support through training to franchise store owners' work to teach their employees • Cash register customer support contest Hold continuously national competition 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 2024)		(persons)
Full-time employees ^{*1}		8,291
	Male	6,065
	Female	2,226
Part-time staff ^{*2}		2,387
	Male	1,065
	Female	1,322
Number of employees (full-time employees + part-time staff)		10,678
	Male	7,130
	Female	3,548
New graduate employees hired		128
	Male	78
	Female	50
Mid-career employees hired		22
	Male	19
	Female	3

Unless otherwise indicated, units for numbers are "persons."

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	11 years 11 months	12 years 9 months	13 years 0 months
Number of full-time employees who took childcare leave ^{*3}	365	366	550
	Male	103	173
	Female	263	377
	Part-time staff	2	3
Number of full-time employees who took nursing care leave ^{*3}	7	8	11
	Male	4	8
	Female	3	3
	Part-time staff	0	0
Number of volunteer leave recipients	2	1	2
Percentage of female officers	Corporate officer ^{*4} 15.4%	16.7%	20.0%
	Executive officer ^{*5} –	–	23.1%
Number of female managers (percentage) ^{*6}	204 (21.1%)	199 (20.6%)	19 (20.4%)
	Division manager 8 (5.8%)	4 (2.8%)	2 (1.4%)
	Section manager 196 (23.6%)	195 (23.7%)	188 (23.8%)
Percentage of employees with disabilities ^{*7}	2.45%	2.59%	2.70%
Percentage of paid leave taken by full-time employees	66.1%	67.0%	67.6%
Frequency rate of workplace accidents	1.09	1.75	1.53
Severity rate of workplace accidents	0.03	0.02	0.01

*1 The figure includes 145 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 female corporate officers is as of May 31 of the following fiscal year. Officers include directors, Audit & Supervisory Board members, and executive officers (excluding executive officers who also serve as directors).

*5 The percentage of female executive officers is as of May 31 of the following fiscal year. Excluding executive officers who also serve as directors.

*6 The percentage of section managers and higher positions, excluding corporate officers.

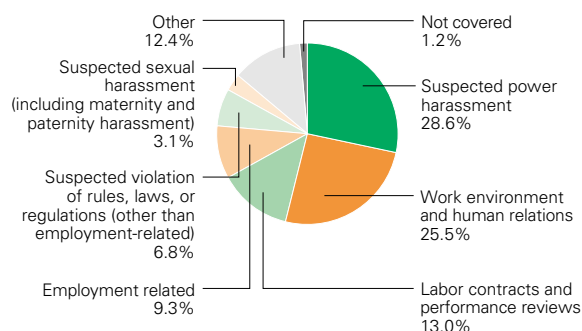
*7 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

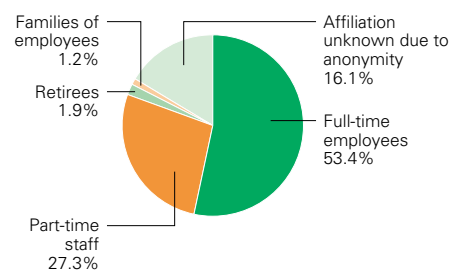
We strive to comply with laws and regulations and manage risk as a company by appropriately operating an internal reporting system intended to prevent violations by employees, detect and correct violations at an early stage, and prevent recurrence of violations. Based on reports made to helplines, the results of the workplace environment survey, and other sources, in FY2023 we sought to identify the underlying causes of issues, training company-wide awareness-raising measures, and conducted rank-specific training in each department under the supervision of the Human Resources Department. We also revised the Employee Conduct Rules and continued working with individual departments to raise awareness and encourage not just compliance with laws and regulations, but also ethical conduct.

Breakdown of reports by category for FY2023

Reports received: 161
(down 1.2% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2023 Targets/Results and FY2024 Targets

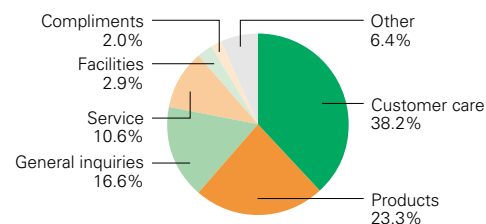
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Responding sincerely to customers' opinions				
	Encourage additional use of chatbots and FAQs as well as phone and email to collect additional feedback from customers and enhance the quality of customer responses	- The chatbot response rate (the rate of customer satisfaction with the responses to their inquiries) improved from 75% in 2022 to 85% (up 15%) - Also, progress was made on improving websites and the foundations for further enhancement of the chatbot and FAQs were completed - Since March 2024 adopted a new layout to enable customers to resolve issues independently and facilitate submission of inquiries	○	- Further improve environments to make it even easier for customers to make inquiries, gather more customer feedback, and improve the quality of responses - Respond to changes in customer behavior and encourage additional use of chatbots and FAQs - Use AI on a trial basis to improve productivity and efficiency
Expanding the role as a form of social infrastructure				
	- Bicycle sharing: 723 stores Promote the use of bicycle parking spaces on store grounds - Number of regional comprehensive partnership 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	- Bicycle sharing: 640 stores Promoted the use of bicycle parking spaces on store grounds - Number of regional comprehensive partnership agreements: 235 municipalities Collaborated 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	△	- Create areas on websites for customers to submit inquiries to local governments - Continue measures to strengthen and expand cooperation with local governments through regional comprehensive partnership agreements - Continue measures to expand digital services deeply involved in daily life such as government certificate issuance services - Develop products that can be produced locally for local consumption

Data from Customer Support

We take seriously all inquiries and opinions from customers and strive to respond in a sincere and customer-oriented manner. We are also developing environments using IT DX to make it easier for customers to submit inquiries. We share the opinions and suggestions 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 FY2023 Inquiries received: 155,692 (up 10.5% from the previous fiscal year)



Disaster assistance

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Providing support for disasters				
	- 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	- Provided relief supplies in response to requests from local governments and organizations during disasters to the extent possible - Conducted storefront donation drives to provide disaster relief	○	- Provide relief supplies in response to requests from local governments and organizations during disasters to the extent possible. - Conduct storefront donation drives to provide disaster relief

Social contribution activities

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Donation of products				
	Donation of products to social welfare councils Donate products to people in need through social welfare councils with which we have signed agreements	- Donation of products to social welfare councils Donated surplus products arising from renovations and so on to people in need through social welfare councils with which we have signed agreements - Started food drives at stores	○	- Donation of products to social welfare councils Donate surplus products arising from renovations and so on to people in need through social welfare councils with which we have signed agreements - Food drives at stores Expand implementing stores and areas

Create a livable society with local communities through various customer touchpoints

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Measures to support the elderly				
	• Training dementia supporters • Increase training course takers to 75% of all employees by FY2023 and 100% by FY2024	• Training dementia supporters • Conducted training in June and September, which are designated as Reinforcement Months • Trained 1,756 employees, bringing the cumulative total to 18,152 (58.9% of all employees have undergone training)	×	• Promote training of dementia supporters • Conduct training in June and September, which are designated as Reinforcement Months • Plans call for training 2,500 employees
Shopping Support				
	• Switch the target for the Tokushimaru mobile supermarket from the number of new trucks to the number of sole proprietors • Target: 75 people (the previous fiscal year: 47 people) • 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 new drop-off services for when customers are not at home • Discontinue pickup at stores • Expansion of pickup methods • Auto Lock Cond Drop-off Service: expand to 800 buildings • Number of members of online supermarket: 2,700,000	• Tokushimaru mobile supermarket • Number of trucks in operation: 104 • Number of sole proprietors: 56 (19 less than the plan) • Number of new sole proprietors: 13 • Ratio of sales to plan: 96% • Online supermarket delivery business • Began operations at the Center in August 2023 and completed shift of shipments at 36 stores by the end of November • Made drop-off and regular delivery services into standard services in the areas • A new drop-off service for when customers are not at home is under development • Discontinued pickup at stores • Suspended Auto Lock Cond Drop-off Service • Number of members of online supermarket: 2,650,000	△ △	• Tokushimaru mobile supermarket • From expansion of channels to sustainable business • Ratio of sole proprietors: 100% • Encourage delivery business • Online supermarket • Improve center productivity and shipping capacity (increase by 1.7 times compared to the previous fiscal year) • Ratio of original products: 50% • Increase number of monthly users by expanding capacity and differentiating products (1.5 times) • OniGO • Implement at 95 stores • Improve the app to enhance usability • Cover Tokyo's 23 wards and expand in stages in the Kanto region • Handle pharmaceutical products • Collaborate with nursing care facilities
Product lineup and provision services focused on senior citizens				
	• Reinforce provision of health-conscious products for seniors, lineup of specialty products, and low-price products • Developed products sales ratio: 33%	• Developed a products lineup with enhanced designs suited to changes in attitudes by seniors • Offered Everyday Low Price products • Developed products sales ratio: 26%	△ △	• Reinforce product lineup at Anshin Support Shops • Develop a product lineup suited to changes in environments for seniors • Develop products that reflect the opinions of customers with dementia • Train counselors specialized in welfare equipment
Implementing crime prevention measures for local communities				
	• 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	• Cooperated with regional crime prevention and other events held by local police stations with jurisdiction over each store • Expanded in-store crime prevention drills to all companies and improved the ability to respond to suspicious persons in stores	○ ○	• 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 • Conduct training on age verification when selling alcohol and tobacco

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Building quality control systems				
	- Further reinforce external collaboration with the aim of not only developing human resources but also creating further 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 contents of e-learning and conduct it. Further raise awareness concerning compliance with laws and regulations relating to safety and reliability	- In cooperation with an external vocational school, 17 people participated in a practical food training course. Promoted the development of safe and reliable products - Employees transferred to foodstuffs departments repeated two months of department-specific training and on-the-job training in stores to enhance the knowledge and skills of departmental employees (approximately 70 employees participated) - Reconstructed video tools on knowledge, skills, and management items for individual sales areas	○ ○ ○	- Train core personnel including new store managers and new headquarters purchasing staff on laws and regulations, ensuring product safety, and responding to accidents - Refine standards and develop operational manuals for Quality Control (QC) department with the objective of building a standardized and sustained management system - Develop human resources by encouraging employees to obtain qualifications, undergo external training, and so on and encourage skill enhancement by employees involved in quality control
Ensuring the quality and safety of products and services				
	- Number of complaints regarding food items: 20% decrease over the previous fiscal year - Number of complaints concerning "Deterioration" of food products overall: 20% decrease over the previous fiscal year	- Number of complaints regarding food items: 13% decreased over the previous fiscal year - Number of complaints concerning "Deterioration" of food products overall: 9% decreased over the previous fiscal year	× ×	- Verify store HACCP operations using external inspection agencies as well and take action to improve and entrench those operations using the PDCA cycle - Inform stores about precautions concerning sanitation management and seasonal events and provide information to prevent food poisoning and other accidents and to raise awareness (every two weeks) - Have quality control personnel conduct systematic on-site confirmation at new and existing factories with a focus on ingredients for in-store manufactured products and original products
Providing products and services that contribute to customer health				
	Percentage of sales of boxed lunches with consideration for health (boxed lunch supervised by national registered dietitians): 5.4%	Percentage of sales of boxed lunches with consideration for health: 3.3% (Sales performance: 340,000 packs, 3.88 million yen); development from new perspectives is needed	×	- Reduce unnecessary additives - Reduce unnecessary additives with a focus on group-wide products - Sales targets through development of boxed lunches that take health into consideration under the supervision of national registered dietitian: two items, 300,000 packs - Collaborate with local governments to conduct food education and health awareness activities

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Improving energy efficiency and introducing renewable energy				
	- 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	- Installation of straight pipe LED lights - Completed at 23 stores with sales floors, 58 stores with work area, 26 stores with escalators, and 24 stores with multi-story parking facilities - Installation of roof-top solar panels - Installed at 23 stores, installation under consideration at 17 additional stores - AI-controlled system installed at Hachioji store for testing - Continued investigation of installation of farming-type solar power generation - Solar carports - Two stores selected, preparations for construction completed - Installation of waterless urinals - Installed at 10 stores	△ ○ ○ △ △ ○	- Reinforce energy saving - Update lighting to LEDs (56 stores) - Convert rooftop tower lighting to LEDs (56 stores) - Introduce AI-controlled air conditioning (70 stores) - Expand use of renewable energy - Install solar panels on store rooftops (17 stores) - Install solar carports (2 stores) - Expand off-site PPA (Expand to 9 Ario stores, 10 large-scale stores, and Shizuoka store and a total of 21 stores use renewable energy) - Encourage water conservation - Investigate installation of water-saving facilities in work areas - Expand use of waterless urinals (31 stores)
Reducing waste and developing a circular economy				
	- Food loss and waste: down by 37% from FY2013 - Food waste recycling rate: 67% - Increase installation of waste scales - Encourage in-store collection of PET bottles - Increase number of the stores with collection boxes permanently installed for food drive activities to 90 - Collect down feathers: increase collection of down futons and jackets with at least 50% down feathers - Implement clothing replacement campaigns - Environment Month (June), 3R Promotion Month (October): Clothing and umbrella campaigns - Also plan collection of bottles, towels, futons, and other products	- Food loss and waste: down by 43.4% from FY2013 - Food waste recycling rate: 72.0% - Installation of waste scales: cumulative installation of 178 units - In-store collection of PET bottles: 153.76 million - Stores with collection boxes permanently installed for food drive activities: 83 stores - Down collection results: 630 items (505 down futons and 125 down jackets) *Total for January to December - Umbrella replacement campaigns - March 1–19: 2,466 umbrellas collected - June 1–18: 8,252 umbrellas collected - October 1–15: 1,666 umbrellas collected - Total for the period: 12,384 umbrellas	○ ○ △ ○ △ △ ○	- Reduce food loss and waste - Food loss and waste: down by 43.5% from FY2013 - Food waste recycling rate: 73.5% - Use waste scales - Plastic bag rejection rate: 82% - Promoting a circular economy - Encourage in-store collection of PET bottles - Food drives: conduct at 100 stores - Cooperate with local governments and suppliers to encourage collection of unused resources - Collection of household food oil: Conduct at 53 stores - Continue publicity of down feathers collection measures - Collection target: 400 items
Sustainable procurement of raw materials				
	- Percentage of sustainable raw materials: 60% - Number of employees who acquire GAP instructor certification: 26 - Acquire JGAP certification for private brand products including domestic beef and Hokkaido Kitaguni Yongenton pork and Seven Premium eggs - Continue sales of MEL-certified silver salmon from Iwate Prefecture and other regions. Also continue sales of MEL-certified sweet fish - Continue sales of ASC Atlantic salmon. Start sales of ASC trout salmon - Number of undergarment products made with recycled PET: 180 product numbers - Cotton USA undergarment products made with eco-friendly materials: 60 product numbers - Develop 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 numbers - Expand product that use RENU recycled polyester material. Women's and men's casual wear: 42 product numbers	- Percentage of sustainable agricultural raw materials: 41% - Number of employees who acquired agricultural GAP instructor certification: 33 - Acquired JGAP certification for private brand products including domestic beef and pork and Seven Premium eggs - Continued sales of nine varieties of fish including yellowtail, coho salmon, and sweet fish as MEL-certified "Fresh Fish with Traceability" products - Continued sales of ASC Atlantic salmon. Started sales of ASC trout salmon - Number of undergarment products made with recycled PET: 250 product numbers - Number of cotton USA undergarment products made with eco-friendly materials: 60 product numbers - Developed products that use wind-spun yarn. Women's and men's casual wear: 30 product numbers - Expanded product that use RENU recycled polyester material. Number of women's and men's casual wear: 42 product numbers	× ○ ○ ○ ○ ○ ○ ○ ○	- Agricultural products - Percentage of sustainable raw materials: 46% - Encourage acquisition of GAP instructor certification - Livestock products - Percentage of sustainable raw materials: 40% - Continue sales of JGAP-certified domestic beef, domestic pork, eggs, and other - Seafood - Percentage of sustainable raw materials: 51% - Expand sales of MEL-certified "Fresh Fish with Traceability" products to 11 fish varieties - Obtain ASC CoC certification at Peace Deli factories. Label sashimi and fillets to encourage sales

Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023 ^{*1}
CO ₂ emissions ^{*2*3*4}	t-CO ₂	341,923	292,885	310,202
CO ₂ emissions from store operations ^{*2*4} (Environmental impact index ^{*4})	t-CO ₂ (t-CO ₂ /(Mm ² × 1,000 h))	319,690 (114)	292,866 (109)	310,200
Electricity consumption in store operations ^{*2}	GWh	614	570	668
Water usage in store operations ^{*2}	1,000m ³	4,747	4,633	4,996
Plastic bag usage (turndown rate) at all the sales floors ^{*5}	t (%)	595 (80.7)	578 (80.9)	654 (81.6)
Waste disposal ^{*2}	t	97,147	94,410	89,359
Food waste recycling rate ^{*2}	%	66.9	68.1	72.0

*1 Including York Foods, York Mart, York Price, and Comfort Market stores since FY2023.

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

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

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

*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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Child-rearing support activities				
	- Maternal and childcare counseling service - Raise satisfaction of individuals who need to consult - Raise awareness of the consultation offices - Conduct customer questionnaires and reflect points of satisfaction, dissatisfaction, and requests in the improvement of services and operations	- Maternal and childcare counseling service - Number of implementing stores: 95 - Number of consultations: more than approximately 140,000 - Conducted a voluntary questionnaire of customers who visited maternal and childcare counseling offices in October and November 2023. Reflected points of satisfaction, dissatisfaction, and requests in the improvement of facilities, services, and operations - Increased awareness by expanding PR activities at childcare support events in collaboration with local governments	○	- Maternal and childcare 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 requests in the improvement of facilities, services, and operations - Deepen collaboration with local governments
Support the development of the next generation				
	—	—		- As a contribution to youth development, encourage acceptance of school students in work experience programs and food education activities - Increase stores conducting work-experience programs for children - Collaboration with local communities and schools to develop products and services that incorporate the opinions of children

Improve work engagement and environment for people working in Group businesses

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Diversity and Inclusion				
	- Supporting active roles for women - Female management employees: section manager level 16.0% - Team leader level: maintain at a minimum of 32.0% - Percentage of male employees taking childcare leave: 75% (final target use rate: 100%)	- Female management employees - Section manager level 16.6% - Team leader level: 32.4% - Percentage of male employees (with children born this year) taking childcare leave: 87.5%	○ ○	- Female management employees - Division manager: 13% - Section manager: 20% - Team leader: 30% - Percentage of male employees taking childcare leave: 100% - Retirements resulting from need to provide family care: 0
Occupational safety and health				
	—	—		- Promote Health Declaration NEXT - Re-set BMI value targets: men 35%, women 25% - Improve exercise habits: men 62%, women 53% - Increase rate of secondary health checkups: 70%

Support for the enhancement of employee skills				
	Closely examine the contents of e-learning and conduct it. Further raise awareness concerning compliance with laws and regulations relating to safety and reliability	Introduced online learning tools for both full-time and parttimers to create opportunities for self-directed study regardless of employment status. Covered the entire cost to encourage use	○	- Raise use rate of online learning tools that provide learning opportunities - Expand rank-based voluntary training - Conduct voluntary optional training before employees assume new positions
Effective use of diverse human resources				
	- 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	- Percentage of employees with disabilities: 3.21% - Provided educational opportunities (online educational tools) not just to regular employees, but also to parttimers - Accepted trainees from Vietnam and Cambodia for the first time. Assigned trainees to stores and centers	△ ○ ○	- Percentage of employees with disabilities: 3.25% - Inform parttimers about online educational tools and increase utilization rates - Add Myanmar to countries from which trainees are accepted. Assign trainees to fresh food departments and expand opportunities
Development of ideal working environment				
	- 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	- Held one nursing care seminar and two mental health care seminars during the year. Recruited a wide range of participants for step-up training, both instructed and voluntary - Encouraged not only senior employees, but also younger employees to participate in training, providing opportunities to acquire the knowledge necessary for career advancement	○ ○	- Conduct monthly Work Environment Review Meetings and promptly address on-site issues - Improve issues identified through engagement surveys - Conduct stress checks once each year and establish permanent counseling rooms - Conduct appropriate communications through periodic harassment and self-care training

Personnel Data

Unless otherwise indicated, units for numbers are “persons.”

Breakdown of number of employees (as of the end of February 2024) (persons)		
Full-time employees* ¹		6,529
	Male	4,633
	Female	1,896
Part-time staff* ²		16,500
	Male	2,555
	Female	13,945
Number of employees (full-time employees + part-time staff)		23,029
	Male	7,188
	Female	15,841
New graduate employees hired		107
	Male	58
	Female	49
Mid-career employees hired		82
	Male	70
	Female	12

		FY2021	FY2022	FY2023
Average length of service (full-time employees)		24 years 9 months	24 years 0 months	22 years 5 months
Number of full-time employees who took childcare leave* ³		193	164	252
	Male	4	8	27
	Female	189	156	225
	Part-time staff	97	103	147
Number of full-time employees who took nursing care leave* ³		25	34	36
	Male	1	2	3
	Female	24	32	33
	Part-time staff	23	31	35
Number of volunteer leave recipients		6	6	12
Percentage of female officers	Corporate officer* ⁴	16.7%	19.0%	16.7%
	Executive officer* ⁵	–	–	33.3%
Number of female managers (percentage)* ⁶		490 (23.1%)	699 (28.4%)	887 (26.8%)
	Division manager	26 (12.1%)	23 (10.8%)	38 (11.3%)
	Section manager	54 (15.5%)	58 (16.2%)	105 (16.4%)
	Team leader	410 (26.2%)	618 (32.8%)	744 (31.8%)
Percentage of employees with disabilities* ⁷		3.21%	3.41%	3.43%
Percentage of paid leave taken by full-time employees		47.2%	53.4%	42.4%
Frequency rate of workplace accidents		1.41	2.04	2.53
Severity rate of workplace accidents		0.05	0.06	0.08

*1 The figure includes 677 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 female corporate officers is as of May 31 of the following fiscal year. Officers include directors, Audit & Supervisory Board members, and executive officers (excluding executive officers who also serve as directors).

*5 The percentage of female executive officers is as of May 31 of the following fiscal year. Excluding executive officers who also serve as directors.

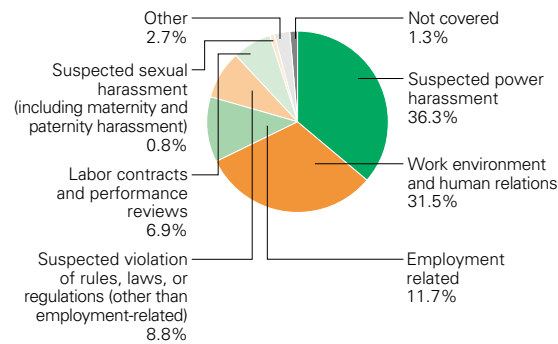
*6 The percentage of team leaders and higher positions, excluding corporate officers.

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

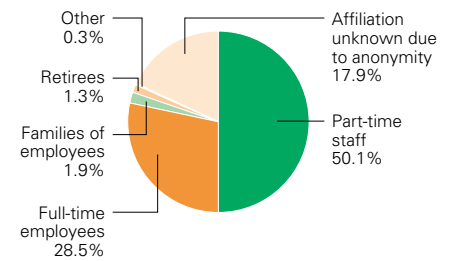
Data from Helpline for Employees

As was the case in the previous fiscal year, consultations concerning harassment accounted for much of the total. We will continue to conduct periodic training on harassment for management employees and encourage effective communication in an effort to create productive workplace environments.

Breakdown of reports by category for FY2023 Reports received: 375 (up 4.8% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2023 Targets/Results and FY2024 Targets

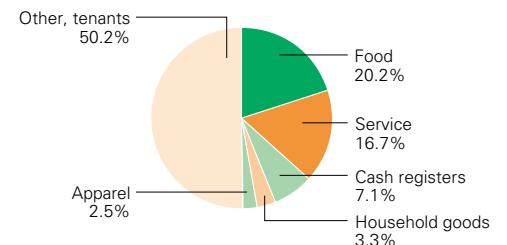
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Responding sincerely to customers' opinions				
	• Implement measures to prevent the spread of COVID-19 while monitoring changes in social conditions • Number of complaints regarding customer service: 20% reduction over the previous fiscal year • Number of compliments: up 20% from the previous fiscal year	• Gradually lifted all restrictions for preventing the spread of COVID-19 while taking into consideration changes in social conditions and convenience to customers • Number of complaints regarding customer service: 17% reduction over the previous fiscal year • Number of compliments: down 14% from the previous fiscal year	○	• Provide services that take into consideration changes in social conditions and convenience to customers
			△	• Number of complaints regarding customer service: 20% reduction over the previous fiscal year
			×	• Number of compliments: same level as the previous fiscal year
Understanding customer needs				
	• Continue implementation of in-store surveys by lifestyle advisors at 15 stores • Continue implementation of market research on competing stores	• Expanded implementation of in-store surveys by lifestyle advisors to 16 stores • Continued conducting market research on competitors in the same industry	○	• Continue implementation of in-store surveys by lifestyle advisors at 16 stores
			○	• Continue implementation of market research by lifestyle advisors

Data from Customer Support

The total number of inquiries received in FY2023 decreased to 92.1% of the figure from the previous fiscal year. Indications relating to customer service, which is our primary focus as a company, also decreased, falling to 82.7% of the level in the previous fiscal year. To address customer indications and resolve customer dissatisfaction as much as possible, we will analyze the causes of complaints and take steps to prevent reoccurrence. We are also taking measures to address customer harassment, which has become a growing social issue, and to improve working environments for employees.

Breakdown of inquiries by category for FY2023 Inquiries received: 27,531 (down 7.9% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Strengthening enactment of Business Partner Action Guidelines				
	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	- Ensured thorough implementation of the Business Partner Sustainable Action Guidelines - Participated in senior merchandiser CSR audit meetings and expanded prior confirmation of factories by representative offices - Issues included inadequate basic workplace safety items and disparities in understanding among factories - A and B ratings: 24%; D and E ratings: 6	×	- Increase compliance with the Business Partner Sustainable Action Guidelines - Raise awareness of CSR in product production processes through collaboration among merchandisers, business partners, and factories - Reinforce confirmation of pre-audit factories and communication by representative offices - Perform comprehensive analysis of excellent factories and factories with issues and work to expand best practices - Excellent factories: at least 30%; factories subject to re-audit: zero

Promoting solutions to regional issues in collaboration with local governments				
	- Conclude new regional comprehensive partnership agreements with local governments (for a total of 82 local governments) - Continue holding meetings to exchange information with local governments with which agreements have been concluded, in order to promote ongoing efforts	Concluded regional comprehensive partnership agreements with a total of 81 local governments. Ito-Yokado and York brand stores, which were integrated in September 2023, were consolidated to reinforce engagement with local communities	△	- Contribute to solving local issues based on partnership agreements with local governments - Regional comprehensive partnership agreements to be concluded in FY2024: 3 local governments, bringing the total to 83

Disaster assistance

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Providing support for disasters				
	- 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 governments 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	- Concluded an Agreement on Material Supply During Disasters with Hyogo Prefecture in September - Continued implementation of radio training, disaster preparedness training, and other training in accordance with the internal disaster countermeasures plan. Started reviewing business continuity plans - Participated in disaster preparedness Tokyo Metropolitan Government joint disaster preparedness drill (September), Sumida Ward comprehensive disaster preparedness drill (November), and Akabane Fire Department disaster preparedness drill (November), reinforcing collaboration with local governments and introducing our initiatives to local residents - Cooperated with government agencies to provide relief supplies to Ishikawa Prefecture in the Noto Peninsula in 2024	○ △ ○ ○	- Review disaster agreement with local governments according to regional conditions - Revise business continuity plans, inform employees, and conduct disaster preparedness drills - Collaborate with respective government agencies and local governments on disaster responses (exchange opinions, participate in drills)

Social Contribution Activity

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Social contribution activity				
	- 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	- Contributed to the development of local communities and the creation of enriching living environments through our business and continued to support society by making appropriate donations and other means, taking into consideration social and public aspects - Social contribution activity expenditures: 133% compared to the previous fiscal year - In-store donations: approximately 220,000 yen collected per store - Investigated installation of collection boxes compatible with semi-self-checkout and self-checkout registers (created model collection boxes)	○	- Play a role in linking customers with social issues through fund collection drives at registers and other measures - Change fundraising topics every three months to address a variety of issues - Investigate new methods of fundraising using self-checkout registers - Reinforce collaboration with donation recipients and raise customer awareness of social issues - Cooperation in blood drives - Cooperate with the Japan Red Cross to invite blood donation buses to vacant spaces at stores and encourage customers to donate blood - Encourage employees to donate blood and obtain company codes to determine the number of employees who donate
Support for disaster recovery through Bellmark activities				
	- Continue support the education of children nationwide through the Bellmark Kizuna Project - In-store collection of Bellmark at service counter: 1.25 million points (cumulative total of 19.13 million points)	- Supported the Bellmark Kizuna Project - In-store collection of Bellmark at service counter: approximately 0.77 million points (cumulative total of approximately 18.65 million points)	△	- Continue support the education of children nationwide through the Bellmark Kizuna Project - In-store collection of Bellmark at service counter: cumulative total of approximately 25 million points

York-Benimaru Co., Ltd.

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

Number of stores as of fiscal year ended February 29, 2024: 248

Create a livable society with local communities through various customer touchpoints

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Promoting regional development				
	• Continue to hold Opening Anniversary Festivals at each store	• Continued to hold Opening Anniversary Festivals at each store	○	• Continue to hold Opening Anniversary Festivals at each store
Implementing crime prevention measures for local communities				
	• Continue to cooperate in the “Kodomo 110 Ban no Mise” initiative, including at new stores	• Cooperated in the “Kodomo 110 Ban no Mise” initiative at each store	○	• Cooperate in the “Kodomo 110 Ban no Mise” initiative at new stores as well

Provide safe, reliable, and healthier merchandise and services

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Ensuring the quality and safety of products and services				
	• Sales for private-brand three-star vegetables/fruits (existing stores): up 3.9% from the previous fiscal year	• Sales for private-brand three-star vegetables/fruits (existing stores): up 3.6% from the previous fiscal year	△	• Sales for private-brand three-star vegetables/fruits (existing stores): up 2.5% from the previous fiscal year
Maintaining more customer-friendly and reliable stores and facilities				
	• Seek compliance with the revised Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. at new stores	• Put equipment that complies with the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. (or equivalent equipment) in place at each store	○	• Put equipment that complies with the Act on Promotion of Smooth Transportation, etc. of Elderly Persons, Disabled Persons, etc. (or equivalent equipment) in place at new stores as well

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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Improving energy efficiency and introducing renewable energy				
	• Electricity consumption (existing stores): down 4.1% from the previous year • Installation of solar power generation facility: 46 stores (annual CO ₂ reduction of 16,632t)	• Electricity consumption (existing stores): down 4.7% from the previous year • Installation of solar power generation facility: 43 stores	○ △	• Electricity consumption (existing stores): down 4.2% from the previous year • Installation of solar power generation facility: 31 stores

Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023
CO ₂ emissions ^{*1*}	t-CO ₂	208,685	199,501	164,865
CO ₂ emissions from store operations (per store) ^{*1*}	t-CO ₂	169,294 (705)	158,269 (638)	143,986 (578)
Electricity consumption in store operations ^{*1}	GWh	364	325	317
Water usage in store operations ^{*1}	1,000m ³	1,007	969	996
Plastic bag usage (turndown rate) at the food section	t (%)	286 (83.1)	291 (82.5)	289 (83.1)
Waste disposal (recycling rate) ^{*1}	t (%)	50,403 (62.1)	57,521 (61.6)	48,423 (71.8)
Food waste recycling rate ^{*1}	%	68.0	71.5	73.2

*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, Head Office, training center, and food factories operations.

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

Improve work engagement and environment for people working in Group businesses

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Development of human resources				
	- In addition to rank-based required training, provide educational opportunities where participants can choose the training they want - Number of employees who 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 conducted for managers: 140 times in 14 zones × (3 managers + 7 departments)	- Established learning opportunities such as Grade 2 and Grade 3 qualifications for dietary advisors, U-CAN correspondence courses and GLOBIS management studies/marketing/Manabi Hodai (Unlimited Learning) · Selected members and openly recruited members took them as a first-year initiative - Employees with beginner level certification: 588 (*new technician training) - Order placement technician Beginner level participant training: 280; employees who passed levels 4 & 5 certification: 384 (*improvement of AI order placement technological capability) - Coaching trainings (leadership): Implemented according to plan for 14 zones × 3 managers + 7 departments. Held trainings to improve power harassment prevention efforts, attentive listening, approval, and questioning skills. Linked training to prevention of resignations through onsite implementation	△ ○ ○ ○	- Ongoing initiative: establish and add educational opportunities where participants can personally choose the training they want (U-CAN correspondence courses, GLOBIS Manabi Hodai (Unlimited Learning), etc.) - Technical certification: beginner (475 employees), intermediate (229 employees), advanced (104 employees) - Train order placement technicians (selling price): intermediate (260 employees), Advanced (48 employees) - Ongoing initiative: supervisor and store manager communications training (communication skill enhancement) Action plan: twice in 4 departments for supervisors; managers: once for 3 managers + 7 departments × 14 zones
Achieving a work-life balance				
	Annual number of paid leave days taken (full-time employees): 10 days	Annual number of paid leave days taken (full-time employees): 7.4 days	×	Annual number of paid leave days taken (full-time employees): 10 days
Assuring occupational safety and health				
	Number of workplace accidents per year: down 10% from the previous year	Number of workplace accidents per year: up 15% from the previous year	×	Number of lost working hours per year: down 10% from the previous year
Effective use of diverse human resources				
	Percentage of female managers: 33.5% (38.5% on the section manager and team leader level)	Percentage of female managers: 34.2% (39.1% on the section manager and team leader level)	○	Percentage of female managers: 35.0% (40.0% on the section manager and team leader level)

Personnel Data

Breakdown of number of employees (as of the end of February 2024)		(persons)
Full-time employees*1		5,362
	Male	3,335
	Female	2,027
Part-time staff*2		8,384
	Male	1,049
	Female	7,335
Number of employees (full-time employees + part-time staff)		13,746
	Male	4,384
	Female	9,362
New graduate employees hired		154
	Male	91
	Female	63
Mid-career employees hired		22
	Male	21
	Female	1

Unless otherwise indicated, units for numbers are “persons.”

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	16 years 0 months	15 years 0 months	14 years 0 months
Number of full-time employees who took childcare leave*3	201	170	164
	Male	1	7
	Female	200	157
	Part-time staff	175	104
Number of full-time employees who took nursing care leave*3	34	37	10
	Male	2	0
	Female	32	10
	Part-time staff	33	9
Number of volunteer leave recipients		NA	NA
Percentage of female officers	Corporate officer*4	5.7%	4.3%
	Executive officer*5	–	9.1%
Number of female managers (percentage)*6		617 (24.6%)	1,110 (33.7%)
	Division manager	22 (5.1%)	33 (6.5%)
	Section manager	209 (36.2%)	210 (35.7%)
	Team leader	386 (25.9%)	867 (39.4%)
Percentage of employees with disabilities*7		3.39%	3.11%
Percentage of paid leave taken by full-time employees		46.2%	47.6%
Frequency rate of workplace accidents		3.59	2.38
Severity rate of workplace accidents		0.14	0.13

*1 The figure includes 601 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 female corporate officers is as of May 31 of the following fiscal year. Officers include directors, Audit & Supervisory Board members, and executive officers (excluding executive officers who also serve as directors).

*5 The percentage of female executive officers is as of May 31 of the following fiscal year. Excluding executive officers who also serve as directors.

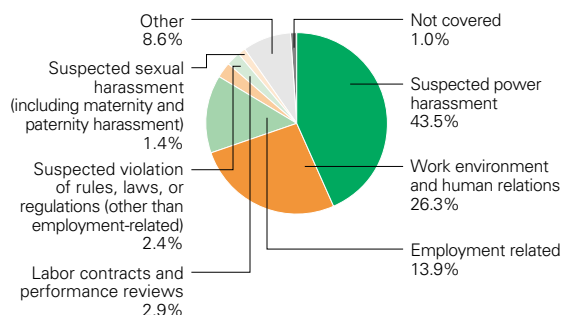
*6 The percentage of team leaders and higher positions, excluding corporate officers.

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

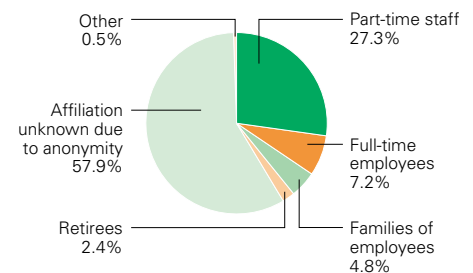
Data from Helpline for Employees

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

Breakdown of reports by category for FY2023 Reports received: 209 (up 7.2% from the previous fiscal year)



By user category

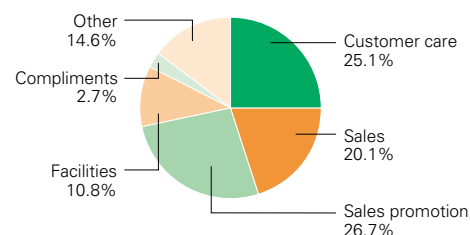


Create an ethical society through dialogue and collaboration with customers

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 with all our stores. Our Head Office and stores will work together to provide customers with a speedier 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 FY2023
Inquiries received: 3,401
(down 3.8% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Community support				
	• Continue blood donation activities	• Continue blood donation activities	○	• Continue blood donation activities

Disaster assistance

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Providing support for disasters				
	• Consider cooperating with local governments that request the conclusion of disaster management agreements, etc.	• Number of regional comprehensive partnership agreements: 2 administrative authorities (Ibaraki Prefecture, Yonezawa City); number of disaster management agreements: 1 administrative authority (Wakuya Town)	○	• Positively consider any requests by administrative authorities for the conclusion of disaster management agreements, etc.

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

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

Seven & i Holdings Co., Ltd. Sustainability Data Book 2024 316

Achieve a society in which diverse people can actively participate

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Supporting childcare and elderlies				
	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	- Number of newly-appointed maternity advisors: 26 - Number of maternity advisors with updated certification: 142 - Total of 168 maternity advisors *Not placed at 17 out of 120 stores - Inter-store exchange among fellow maternity advisors was conducted by holding maternity advisor roundtables every month. However, briefings, etc. for store managers at stores without an advisor were needed	△	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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Development of human resources				
	- 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	- Didn't place at least 1 employee in all stores that is qualified as either a vehicle advisor or footwear advisor (As of June 1, 2024, there were 25 stores without an advisor) *Reassignments, etc. took place - Number of qualified advisors: 280 in total (vehicles: 124; footwear: 119; childcare goods: 37)	△	- Place at least 1 employee in all stores that is qualified as holder of internal certification (As of June 1, there are 25 stores without an advisor) - Improve support system for passing of external qualifications (utilized by 181 employees as of June 1, 2024)
Implementing fair assessment and treatment of employees				
	Percentage of employees who take leave: 100%	Percentage of employees who take leave: 100%	○	Percentage of employees who take leave: 100%
Achieving a work-life balance				
	Monthly overtime per person: less than 7 hours	Monthly overtime per person: 6.7 hours (difference from the previous year: improvement of 0.5 hours)	○	Monthly overtime per person: less than 7 hours
Effective use of diverse human resources				
	- Stores without a part-time leader: 0 - Percentage of female managers (section manager): 30%	- Stores without a part-time leader: 4 out of 120 stores *Number of newly-appointed part-time leaders: 30 - Percentage of female managers (section manager): 28.3%	△	- Stores without a part-time leader: 0 - Percentage of female managers (section manager): 30%
Assuring occupational safety and health				
	Number of accidents at work: less than 30	Actual number of accidents: 25	○	Number of accidents at work: less than 30

Personnel Data

Breakdown of number of employees (as of the end of February 2024)		(persons)
Full-time employees ^{*1}		866
	Male	469
	Female	397
Part-time staff ^{*2}		1,260
	Male	149
	Female	1,111
Number of employees (full-time employees + part-time staff)		2,126
	Male	618
	Female	1,508
New graduate employees hired		40
	Male	12
	Female	28
Mid-career employees hired		20
	Male	7
	Female	13

Unless otherwise indicated, units for numbers are “persons.”

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	15 years 2 months	16 years 7 months	16 years 9 months
Number of full-time employees who took childcare leave ^{*3}	83	79	84
	Male	0	8
	Female	83	71
Part-time staff	52	49	51
Number of full-time employees who took nursing care leave ^{*3}	0	2	12
	Male	0	1
	Female	0	11
Part-time staff	0	0	10
Number of volunteer leave recipients	NA	NA	NA
Number of female managers (percentage) ^{*4}	194 (34.6%)	246 (41.0%)	247 (40.9%)
	Corporate officer ^{*5}	2 (16.7%)	5 (41.7%)
	Division manager	8 (17.0%)	5 (8.3%)
	Section manager	58 (22.9%)	77 (28.3%)
	Team leader	128 (51.0%)	165 (60.7%)
Percentage of employees with disabilities ^{*6}	2.86%	2.66%	2.59%
Percentage of paid leave taken by full-time employees	69.9%	72.2%	75.3%
Frequency rate of workplace accidents	1.46	0.42	0.79
Severity rate of workplace accidents	0.08	0.01	0.02

*1 The figure includes 34 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 and higher positions, excluding corporate officers

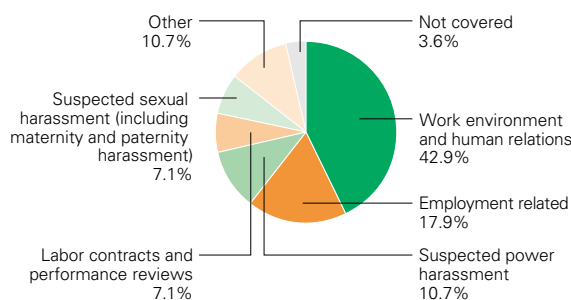
*5 The percentage of female corporate officers is as of May 31 of the following fiscal year.

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

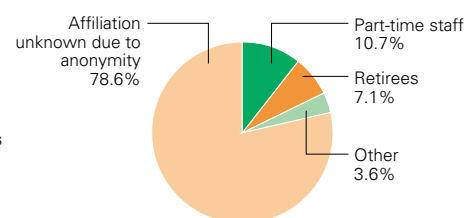
Data from Helpline for Employees

The total number of reports decreased by 18 from the previous year. Reports related to “work environment and human relations” and “working rules/days off/vacation/overtime work” accounted for 55.6% of all reports, with a particular decrease in the number of reports concerning “suspected power harassment” over the previous year. Moreover, most of the places where these reports arose were stores. While no cases of serious misconduct arose, there were cases that required a careful explanation of the system and an ongoing follow-up as well as delicate cases that were a reflection of contemporary trends. 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 FY2023 Reports received: 28 (down 29.2% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2023 Targets/Results and FY2024 Targets

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

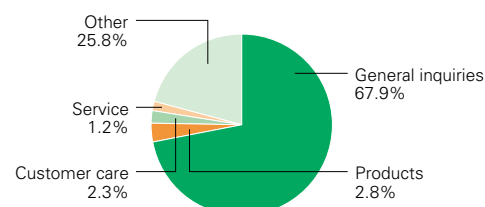
Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Responding sincerely to customers' opinions				
	- Number of customer complaints: continue to target a lower number than the previous fiscal year - Share complaints/praise/opinions/ inquiries, and other information 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) questionnaires on receipts - Raise issues on current services and operations based on feedback from customers and promote improvement - Continue to post customer praise and thanks on the internal information sharing system, rather than limiting sharing to the store and the person in charge, as a means to increase internal staff motivation	- Number of customer complaints: 288 (down 66 or 19% from the previous year) The PPM value* saw improvement at 18.3 (down 4.0 from the previous year). Conversely, there were fewer cases of customer praise and thanks at 57 (down 2 or 4% from the previous 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 decrease in the number of customer complaints - Inquired about customer satisfaction and needs at stores of purchase and quantified their level of satisfaction through questionnaires on receipts (Smile Questionnaire)	○	- Similar as the previous year, target a lower number of customer complaints than the previous fiscal year - Share feedback from customers, including 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) questionnaires on receipts (Smile Questionnaire) - Propose improvements and raise issues from the customer's point of view 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 and the person in charge, as a means to increase internal staff motivation

*PPM (complaint rate) ... Calculated by dividing the number of complaints by the number of customers visiting stores, then multiplying the result by 1,000,000

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 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 FY2023 Inquiries received: 8,326 (down 13.0% from the previous fiscal year)



Disaster assistance

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Providing support for disasters				
	Provide necessary support in collaboration with the Group companies	Provided support in collaboration with the Group and the Ishikawa Midwife Association for the 2024 Noto Peninsula Earthquake	○	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 29, 2024: 488 (excluding FC stores)

Provide safe, reliable, and healthier merchandise and services

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Ensuring the quality and safety of products and services				
	- Collaborate with QC (quality control) 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	- Conducted factory audits - Completed field surveys at all 6 new target factories - Completed field surveys at 1 out of the 3 overseas target factories (Remaining 2 will be audited in FY2024) - Completed field surveys at 7 out of the 11 main foodstuff ingredient factories - Store complaints: 2,188 (2,677 in FY2022, 82% compared to the previous fiscal year) - Number of compliments: 631 (857 in FY2022, 74% compared to the previous fiscal year)	△	- Conduct factory audits - Conduct audits at main target factories (11 domestic factories, 2 overseas factories) - Conduct audits at new target factories as the situation demands - Store complaints: 88% compared to the previous fiscal year - Number of compliments: 110% compared to the previous fiscal year
Providing appropriate information				
	In cases where there are limits on quantity such as with ingredients for seasonal products, record the minimum one-day amount on the menu. Continue to indicate the product as limited-time offer to eliminate customer misunderstandings	Provided information on period-specific restriction fair menus, etc. Clearly specified providable quantities for musk melon desserts containing limited ingredients and for year-end and New Year's fairs	○	In cases where there are limits on quantity such as with ingredients for seasonal products, record the minimum one-day amount on the menu. Continue to indicate the product as limited-time offer to eliminate customer misunderstandings

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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Improving energy efficiency and introducing renewable energy				
	Study expanding installation of demand control systems to new and renovated stores	No new installations made. Effects of ongoing reductions at 31 stores where systems were already installed came to 28,000,000 yen	×	- Study expanding installation of demand control systems to new and renovated stores - Target: 10 stores - Change to similar system by power company and improve investment effects (target: 20 stores)
Reducing waste and developing a circular economy				
	- Build food waste recovery scheme in concert with logistics companies - Develop a recycling-based menu. File a recycling business plan with the authorities during the fiscal year - Food waste recycling rate: 60.0%	- Promoted building of a new scheme in collaboration with external logistics companies - Food waste recycling rate: 62.7%	○	- Commence field tests for a food waste recovery scheme at Tokyo stores during the fiscal year - Food waste recycling rate: 63.0%
Raising environmental awareness among employees				
	- Continue to recommend taking the Eco Test - 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	- Had employees take the Eco Test - First half test-takers: 23; second half test-takers: 9 (32 takers for the whole fiscal year) - Lent reference texts and workbooks, organized internal and online study groups, and held mock examinations upon each test	△	- Recommend taking the Eco Test - Provide a program solely to new graduate and mid-career hires and to employees changing their career track - Have employees retaking the test individually apply to take it and aid them with test-taking fees if they pass (loan out reference texts and workbooks)

Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023
CO ₂ emissions**1*2*3	t-CO ₂	39,994	37,642	34,295
CO ₂ emissions from store operations**1*3	t-CO ₂	38,361	37,543	34,200
Electricity consumption in store operations**1	GWh	78	76	75
Water usage in store operations**1*4	1,000m ³	1,135	812	846
Waste disposal (recycling rate)**1	t (%)	7,379	7,207 (34.2)	6,718 (26.0)
Food waste recycling rate**1	%	56.4	59.9	62.6

*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 operation (Seven & i Food Systems) and Head Office.

*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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Supporting childcare and elderlies				
	Aim to provide in-person food education classes and workplace experiences	Provided in-person food education classes and workplace experiences	○	Expand the number of stores that provide food education classes and workplace experiences

Improve work engagement and environment for people working in Group businesses

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Development of human resources				
	7FS Values Day: Hold 50 times (1,250 people) - Management training on appointment: Hold 15 times (As needed 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 - Employees in their third year of employment: Hold 9 times (for 99 people total)	7FS philosophy training: Held 27 times (611 people) - Management training on appointment: Held 10 times (79 people) - DM skill development training: Held 3 times (52 people eligible) - Training to improve DM customer service capabilities: Held once (35 people) - Training for employees in their third year after entering the company: Held 9 times (for 86 people total) - Training for employees changing their career track and for employees joining the company mid-career: Held 3 times (8 people)	○	7FS philosophy training - First half: Hold 30 times (537 people) - Second half: Hold 50 times (1,150 people) - Management training on appointment: Hold 12 times (As needed per appointment) - DM skill development training: Held 12 times - Training for employees changing their career track and for employees joining the company mid-career (As needed per the monthly entry of employees into the company)
Implementing fair assessment and treatment of employees				
	Utilize the data to promote personnel assignments that will be advantageous to both the individual and the company, since summarization and analyticity of evaluation data was improved thanks to digitization of process evaluations and it has also become possible to confirm an individual's wishes	Became possible to confirm past evaluation data as well as individuals' career aspirations, comments by higher-ups (findings), etc. Selected candidates for promotion based on data	△	Realize evaluations that factor in evaluations at both the flagship and satellite store for store managers who manage two stores as a part of quantitative evaluations. Realize fair score calculation with the incorporation of sharefull/dispatch employee elements in personnel expense items for quantitative evaluations
Achieving a work-life balance				
	- Average monthly overtime - Full-time employees: 15 h or less - Contract employees: 13 h or less - Part-time employees: 1.2 h or less - Monthly rate of leave-taking: 98% or more	- Average monthly overtime - Full-time employees: 19.1 h or less - Contract employees: 17.5 h or less - Part-time employees: 1.05 h or less - Monthly rate of leave-taking: 95.2% or more	×	- Average monthly overtime - Full-time employees: 20 h or less - Contract employees: 18 h or less - Part-time employees: 1.1 h or less - Monthly rate of leave-taking: 97% or more
Effective use of diverse human resources				
	- 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%	- Percentage of seniors employed: 9.3% or more - Number of foreign employees: 138 - Percentage of female managers: Section managers 8 → 6, 9.5% Team leaders: 149 → 128, 25.0%	×	- Percentage of seniors employed: 9.1% or more - Number of foreign employees: 150 - Percentage of female managers: Section managers 6 → 11, 18.6% Team leaders: 128 → 90, 20.4%

Assuring occupational safety and health			
- 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%	- Number of work accidents: 180 - Number of commuting accidents: 20	△	- Number of work accidents: 170 - Number of commuting accidents: 18
- Participation rate in regular health checks by employees: 100% - Participation rate in secondary health checks by employees: 74.5% - Participation rate in health checks by employees who work the late-night shift: 100% - Stress check-up rate: 93.9%	- Participation rate in regular health checks by employees: 99.5% - Participation rate in secondary health checks by employees: 74.5% - Participation rate in health checks by employees who work the late-night shift: 100% - Stress check-up rate: 93.9%		- Participation rate in regular health checks by employees: 100% - Participation rate in secondary health checks by employees: 90% - 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 2024)		(persons)
Full-time employees*1		745
	Male	618
	Female	127
Part-time staff*2		3,925
	Male	962
	Female	2,963
Number of employees (full-time employees + part-time staff)		4,670
	Male	1,580
	Female	3,090
New graduate employees hired		0
	Male	0
	Female	0
Mid-career employees hired		12
	Male	8
	Female	4

Unless otherwise indicated, units for numbers are “persons.”

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	16 years 2 months	17 years 5 months	17 years 5 months
Number of full-time employees who took childcare leave*3	46	33	25
	Male	2	6
	Female	44	19
Number of full-time employees who took nursing care leave*3	34	14	9
	Male	0	0
	Female	0	3
Number of full-time employees who took nursing care leave*3	0	1	1
	Male	0	0
	Female	0	3
Number of volunteer leave recipients	0	1	0
Number of female managers (percentage)*4	168 (24.5%)	151 (23.6%)	60 (13.0%)
Corporate officer*5	4 (26.7%)	2 (15.4%)	2 (14.3%)
Division manager	2 (11.1%)	8 (12.5%)	2 (13.3%)
Section manager	4 (6.6%)	5 (7.9%)	6 (9.5%)
Team leader	162 (26.6%)	144 (25.6%)	52 (13.5%)
Percentage of employees with disabilities*6	2.86%	3.02%	3.32%
Percentage of paid leave taken by full-time employees	59.5%	60.2%	58.5%
Frequency rate of workplace accidents	1.44	0.50	0.98
Severity rate of workplace accidents	0.06	0.01	0.07

*1 The figure includes 47 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 and higher positions, excluding corporate officers.

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

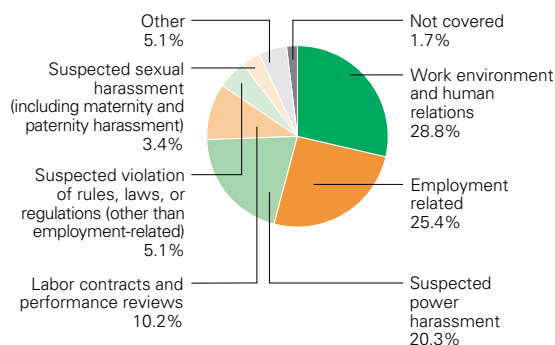
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Helpline for Employees

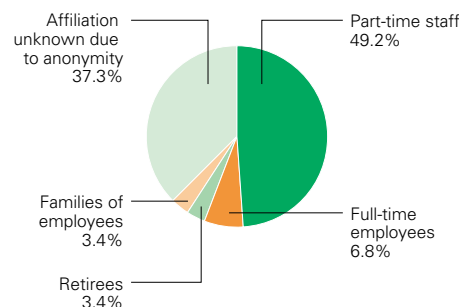
Breakdown of reports by category for FY2023

Reports received: 59

(down 35.9% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Responding sincerely to customers' opinions				
	Continue sharing customer feedback collected on a weekly basis; all executive and Head Office employees participate in making improvements	Store complaints not perceived as issues with stores. Head Office also joined collective efforts to provide support and share problematic areas. Complaints that were not exclusively store-related were handled by Head Office departments at an early stage	△	Have the sales department set KPI weekly and work toward reducing complains and increasing compliments

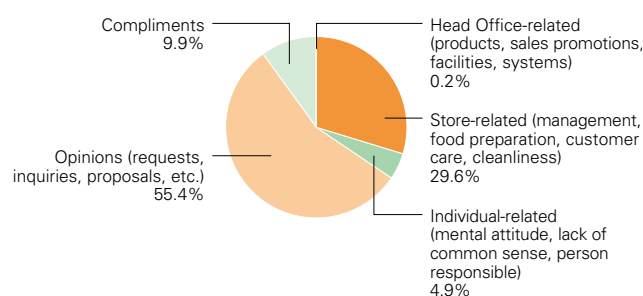
Data from Customer Support

The number of store complaints in FY2023 improved considerably year on year, decreasing by 489 cases (82% of the number for the previous fiscal year). The factor behind this was a revision of the store operation system (introduction of order terminals) starting in the second half of FY2022, resulting in a decrease in observations that employees do not come even when called and observations regarding attitudes toward customers. However, there was no change in the items with the worst record with respect to complaints. Among those related to food preparation and menus, the most common complaints were that preparation took too long, food was served at an inappropriate temperature, and the wrong food was served. Among those related to customer contact, the most common complaints were that there were issues with initial response to complaints and with concern for the customer. Additionally, cases of compliments numbered 226 (74% of the number for the previous fiscal year). Going forward, we will continue to focus on employee training conducted from the customer's point of view.

Customer support inquiries by topic for FY2023

Inquiries received: 6,345

(down 7.5% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Promoting regional development				
	- 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	- Changed the supplier of a foodstuff ingredient for dessert (vanilla ice cream) to a domestic factory - Continued to provide childcare support services that municipalities in regions with stores are implementing - Continued foodstuff donation activities	○	- Promote transition from use of imported foodstuff ingredients to domestically produced ingredients - Continue to provide childcare support services that municipalities in regions with stores are implementing - Continue foodstuff donation activities aimed at welfare facilities, etc. through foodbanks

Disaster assistance

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Providing support for disasters				
	Continue to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster	Continued to respond positively to requests from local governments to take in people who have difficulty returning to their homes following a disaster	○	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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Implementing crime prevention measures for local communities				
	- 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 frequent and sophisticated 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	- By engaging in lateral collaboration with external organizations including industry, academia, and government and sharing mutually-held information, achieved the early discovery of new methods. Also conducted financial education for students in cooperation with police departments. Thanks to accurate and prompt responses to increasingly frequent phishing incidents, there were no monetary losses involving Seven Bank accounts - Used and promoted continuous customer management (updating customer information), an essential anti-money laundering measure, using "ATM Teller" and "ATM Notification," which are "+Connect" functions - Accepted participation by police personnel as well as trainees from affiliated partner financial institutions. Contributed to reinforcement of financial crime countermeasures in the financial industry by building stronger relationships with the financial institutions from which trainees were accepted and other partners	○	- Through gathering and disseminating information on the latest crime trends and providing financial education to students, reinforce countermeasures against increasingly sophisticated and complex financial crimes and provide safe and reliable payment environments to all customers - Reinforce Group-wide anti-money laundering measures by leveraging the tangible and intangible assets related to financial crimes of the Seven Bank Group - To eradicate financial crimes, continue accepting police personnel for training and use external expertise while reinforcing collaboration with investigative agencies and partner institutions to contribute to the holistic reinforcement of financial crime countermeasures in the financial industry
Maintain more customer-friendly and reliable stores and facilities				
	Provide financial services to meet diverse needs	As new services using ATMs, launched "ATM Teller," which enables customers to apply to open bank accounts and change registered information, and "ATM Notification," which provide necessary information to customers using ATMs	○	- Promote financial services to meet diverse needs - Promote the +Connect business, which positions ATMs as comprehensive gateways for various procedures and authentication services

Provide safe, reliable, and healthier merchandise and services

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Ensuring the quality and safety of products and services				
	- In response to the review of BCP, revise business continuity policies and rules and BCP - Number of BCP training sessions planned: 19	- Revised business continuity policies and rules to align with the current business continuity framework. The BCP is currently being revised based on these changes - Conducted 20 BCP training sessions	○	- Add cyberattacks to the scope of crises in business continuity policies and rules - Number of BCP training sessions planned: 18

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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Measuring appropriately the environmental impact				
	Continuously ascertain results for environmental values and enhance disclosures in accordance with the TCFD recommendations	- Scope 1 & 2 CO₂ emissions: 574 t-CO₂ - Expanded disclosures of environmental information in the annual securities reports and integrated reports	○	Continuously ascertain results for environmental values and enhance disclosures in accordance with the TCFD recommendations
Improving energy efficiency and introducing renewable energy				
	- Promote transition to LED lighting at each site (completed at Kinshicho in FY2018) - Continue to promote paperless operations	- The transition to LED lighting at each site is ongoing. Completed introduction of renewable energy at the Head Office and in Yokohama - Achieved paperless operations by switching to electronic billing	○	- Plan to adopt automatic shut-off of some lights after the end of business - Continue to promote paperless operations
Reducing waste and developing a circular economy				
	- Maintain ATM recycling rate of approximately 100% - Promote the 3Rs (reduce, reuse, recycle), including in offices	Achieved approximately a 100% recycling rate by promoting reuse on an ATM parts basis (steel, stainless steel, plastic, etc.)	○	Maintain ATM recycling rate of approximately 100%
Raising environmental awareness among employees				
	Hold seminars to increase awareness of social and environmental issues and encourage measures to work-site solve problems	30 persons participated in environmental protection activities at Takao Forest - Employees from various departments and at different levels participated in workshops to update the materiality	○	Hold seminars to increase awareness of social and environmental issues and encourage measures to work-site solve problems
Offering eco-friendly products				
	Promote replacement installations of 4th-generation ATMs, which use 40% less power than the previous generation	Completed replacement of 4th-generation ATMs (19,771 units)	○	Promote replacement installations of 4th-generation ATMs, which use 40% less power than the previous generation

Environmental Data

Challenges	Unit	FY2021	FY2022	FY2023
CO ₂ emissions ^{*1*2*3}	t-CO ₂	596	663	574
Volume of paper ordered for office automation equipment	1,000 sheets	2,351	1,920	2,007

*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 and directly-operated ATM corners.

*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

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Supporting childcare and elderlies				
	Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest," free picture book for reading aloud	- Approximately 3 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 - Co-hosted the World Toy Project to donate toys to children's centers with the Foundation for Promoting Sound Growth of Children - Held the Bonolon Story Session at the Sogo Omiya store	○	Continue to support raising next-generation children primarily through cooperation with the "Bonolon, Warrior of the Forest," free picture book for reading aloud

Improve work engagement and environment for people working in Group businesses

FY2023 Targets/Results and FY2024 Targets

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

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Effective use of diverse human resources				
	- Promote diversity and 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 - Enhance engagement - Conduct periodic surveys - Implement measures to improve workplace environments - Reinforce awareness building	- Promoted diversity and inclusion and recruited diverse and talented human resources - Took action to create environments and awareness where all employees can perform to their full potential and provided opportunities regardless of nationality and gender - Reviewed inner communication operation rules and other matters and actively used online communication tools - Measures for enhancing engagement - Conducted the Seven & i Group engagement survey (annually) and internal surveys (quarterly) - Implemented various measures to facilitate engagement in order to activate company-wide communication - Encouraged the use of tools for expressing praise and gratitude among employees: A total of 3,709 letters were sent over the course of the year	○	- Promote diversity and inclusion - Promote the development of an environment and awareness to enable all employees to perform to their full potential, regardless of nationality or gender - Enhance engagement - Conduct periodic surveys - Implement measures to improve workplace environments - Reinforce awareness building - Further use of tools for expressing praise and gratitude among employees: conduct a campaign to encourage positive feedback and conduct trial of reminder function
Development of human resources				
	- Develop human resources who can support secondary growth - 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	- Developed human resources who can support secondary growth - Conducted training on learning about one's own strengths for promoted employees and newly-appointed managers - Conducted rank-specific training with an emphasis on in-person to strengthen lateral connections (a total of 449 personnel participated) - 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 one aspect of career development support. Conducted on-site observations in overseas Group companies (Indonesia and the Philippines) (3 participants, 9 days) - Conducted IT & DX training to develop DX human resources	○	- Develop human resources who can support secondary growth - Conduct training to enhance interpersonal skills and develop human resources with human appeal and training that will improve the quality of relationships among employees - Conduct IT & DX training to develop DX human resources - Support self-initiated growth - Use expert courses to deepen specialization - Use internal recruiting programs and in-house internships as a part of career development support - Promote EX10, a program that allows employees to devote 10% of their working hours to innovative creation - Provide opportunities for employees to perform to their full potential - Operate the Special Appointment Program, which enables highly specialized employees to actively participate
Achieving a work-life balance				
	- Investigate expansion of systems that enable employees to perform nursing care while working - Continue the work-from-home system and staggered working hours	- Encouraged employees to make full use of programs that support a balance between work and other responsibilities including childcare and nursing care - Conducted nursing care seminars and created a nursing care handbook - Encouraged active use of the work-from-home system and staggered working hours (continued to conduct systems for all employees)	○	- Investigate expansion of systems that enable employees to perform nursing care while working - Expand use of accumulated paid leave - Continue the work-from-home system and staggered working hours - Designate no-overtime days
Assuring occupational safety and health				
	- 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	- Notified supervisors about employees who have not taken leave and encouraged the employees to take leave - Operated a health consultation room - Conducted stress checkups (at the end of August)	○	- 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 2024)		(persons)
Full-time employees ^{*1}		569
	Male	364
	Female	205
Contractual/part-time employees ^{*2}		3
	Male	3
	Female	0
Number of employees (full-time employees + contractual/part-time employees)		572
	Male	367
	Female	205
New graduate employees hired		15
	Male	6
	Female	9
Mid-career employees hired		71
	Male	40
	Female	31

Unless otherwise indicated, units for numbers are “persons.”

	FY2021	FY2022	FY2023
Average length of service (full-time employees)	8 years 2 months	7 years 9 months	7 years 3 months
Number of full-time employees who took childcare leave ^{*3}	15	24	26
	Male	6	5
	Female	18	21
Number of full-time employees who took nursing care leave ^{*3}	5	2	2
	Male	0	0
	Female	1	1
Number of full-time employees who took nursing care leave ^{*3}	0	1	1
	Male	0	0
	Female	1	1
Number of full-time employees who took nursing care leave ^{*3}	0	1	0
Number of volunteer leave recipients	0	0	2
Number of female managers (percentage) ^{*4}	78 (27.2%)	83 (26.9%)	108 (30.0%)
	Corporate officer ^{*5}	3 (13.6%)	2 (10.5%)
	Division manager	1 (7.1%)	3 (18.8%)
	Section manager	24 (16.8%)	27 (18.4%)
	Team leader	53 (43.4%)	53 (36.6%)
Percentage of employees with disabilities ^{*6}	2.67%	2.30%	2.30%
Percentage of paid leave taken by full-time employees	81.1%	83.6%	83.0%
Frequency rate of workplace accidents	0.00	0.77	0.00
Severity rate of workplace accidents	0.00	0.01	0.00

*1 The figure includes 28 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 and 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

FY2023 Targets/Results and FY2024 Targets

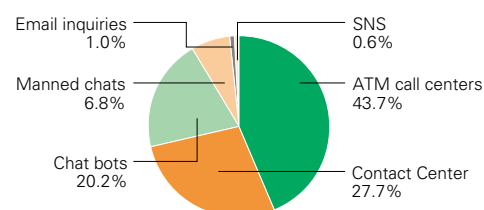
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2023 Targets and Plans	FY2023 Results and Outcomes	Evaluation	FY2024 Targets
Responding sincerely to customers' opinions				
	- Continue initiatives to improve customer satisfaction - Expand the scope of responses by customer support channels and raise response completion rates on each channel	- Received three stars, the highest rank, in the HDI-Japan benchmark (Website category) for three consecutive years - Replaced the chat system for customers, resulting in a five-fold increase in inquiries - Expanded coverage on each channel, increasing the response completion rate and the percentage of non-voice-based inquiries	○	- Continue initiatives to improve customer satisfaction - Investigate the use of generative AI and voice bots and create channels that make it easier for customers to resolve issues

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 than 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 FY2023 Inquiries received: 1,215,286 (up 16.2% from the previous fiscal year*)



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