SUSTAINABILITY DATA BOOK 2025

SEVEN&i HLDGS. Co.,Ltd.

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About the Sustainability Data Book

The Sustainability Data Book reports on the principal sustainability initiatives of Seven & i Holdings, the holding company, and its main operating companies. In this report, the Sustainability Data Book 2025, we added new pages on Climate and Nature-related Information Disclosures—Responses to TCFD/TNFD Recommendations that provides comprehensive disclosures on climate change and nature, topics of interest to various stakeholders. In addition, we compiled initiatives undertaken by individual Group companies based on the material issues revised in 2022, and initiatives for achieving the Sustainable Development Goals (SDGs), which were adopted at a United Nations summit in 2015, are marked with the corresponding SDG logos.

Period of the Report: This report covers our activities during the fiscal year ended February 28, 2025 (March 2024 to February 2025). Some of our activities in the fiscal year ending February 28, 2026 are also included.

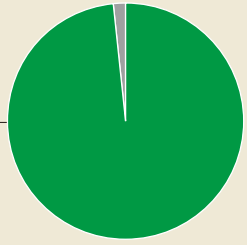
References
GRI Sustainability Reporting Standards
SASB Standards
ISO 26000

Date of Issue: February 2026

Report Coverage: This report mainly covers the companies listed below. Information concerning each company is also disclosed on the website.

Ratio of sales of companies covered by this report to the Group total sales

98.6%



Seven & i Holdings Co., Ltd.
Seven-Eleven Japan Co., Ltd.
Ito-Yokado Co., Ltd.
York-Benimaru Co., Ltd.
Akachan Honpo Co., Ltd.
Denny's Japan Co., Ltd.
Seven Bank, Ltd.
7-Eleven, Inc.
SEVEN-ELEVEN HAWAII, INC.
SEVEN-ELEVEN (BEIJING) CO., LTD.
SEVEN-ELEVEN (CHENGDU) CO., LTD.
SEVEN-ELEVEN (TIANJIN) Co., Ltd.
Chengdu Ito-Yokado Co., Ltd.
Hua Tang Yokado Commercial Co., Ltd.

Note: This Sustainability Data Book 2025 covers the Company and its consolidated subsidiaries for FY2024.

Message from the Chair of the Sustainability Committee



Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), based on our Corporate Creed*1 of "being a trusted and sincere company" by all stakeholders, including customers, business partners, franchisees, shareholders, local communities, and employees, has achieved sustainable growth by continuously innovating to provide products and services that enrich the daily lives of our customers.

In 2012, our Group became a signatory to the UN Global Compact*2. By supporting and working towards the realization of the Ten Principles of the UN Global Compact, we are demonstrating our creative leadership on the international stage. We also identified our Group's material issues (materiality) that we must address as we strive to resolve social issues. Our Group will aim for the realization of a sustainable society by linking our materiality to the 17 Sustainable Development Goals (SDGs)*3.

In 2019, we announced the environmental declaration GREEN CHALLENGE 2050, aiming to pass on a prosperous global environment, which is the source of all economic activities, to future generations. In this declaration, we outline our specific targets for 2030 and our vision for 2050. Additionally, we established innovation teams for each of the four themes*4 designated as the paths to achieving these targets and vision. We are working as a group to reduce environmental impact through the introduction of diverse new technologies and the of a circular economy in collaboration with our customers, business partners, and local communities.

Furthermore, to clarify the impact of climate change and natural capital on the finances of our group, we have started analyzing the risks and opportunities of our business based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and considering countermeasures, with results disclosed since 2021. Additionally, we registered as an adopter of the Task Force on Nature-related Financial Disclosures (TNFD) and proceeded with analysis based on the TNFD framework, disclosing the results in September 2024.

In October 2024, we formulated Seven & i Holdings Nature Policy to clarify our Group's stance on proactive action towards nature positive initiatives.

One of our strengths is our innovative culture, and the source of this culture is our human capital. We recognize that respecting human rights is extremely important for diverse human resources to thrive. Furthermore, we regard the human rights of all stakeholders as paramount and essential rights that should be prioritized above all else. With this in mind, we work to ensure compliance with the Seven & i Holdings Human Rights Policy, which we formulated based on international principles and standards. This Human Rights Policy is applied to all officers and employees. We also ask all business partners for their continuous support of this Policy. Together, we work to ensure respect for human rights and promote human rights due diligence.

We are committed to being a Group that is an essential part of the lives of customers around the world. We will continue to respond rapidly to changes in the needs of customers and society, and work to resolve social issues through our business activities as we strive to improve the social and economic value of our Group.

*1 The Seven & i Holdings Corporate Creed:
We aim to be a sincere company that our customers trust. We aim to be a sincere company that our business partners, shareholders and local communities trust. We aim to be a sincere company that our employees trust.

*2 United Nations UN Global Compact:
A voluntary initiative that encourages enterprises and groups to participate in the formation of global frameworks towards realizing sustainable growth by exercising responsible and creative leadership, and acting as good members of society. The Global Compact is comprised of Ten Principles in four areas (human rights, labor, the environment and anti-corruption) that are recognized by international society for their universal value.

*3 Sustainable Development Goals:
The SDGs are targets for all of international society adopted unanimously by the 193 member states of the United Nations at the Sustainable Development Summit in September 2015. There are 17 goals and 169 targets regarding priority, global-scale issues, creating a clear vision for the world to be achieved by 2030.

*4 Four themes of GREEN CHALLENGE 2050:
reduction of CO_2 emission, measures against plastic, measures against food loss and for food recycling, sustainable procurement

Junro Ito
Representative Director & Executive Chair

Basic Policies of Sustainability Initiatives

Seven & i Holdings conducts its business activities based on its corporate creed of aiming to be a sincere company trusted by all stakeholders. We have stated the actions for realizing that creed in our Corporate Action Guidelines.

The Corporate Action Guidelines present the basic attitudes adopted by all of the Group's Directors, Audit & Supervisory Board Members, and employees. The Guidelines comprise the Basic Policy, which sets out the approach of the Group as a whole, and the Code of Corporate Conduct, which sets out rules for conduct.

Furthermore, each Group company has established detailed guidelines and conduct rules appropriate for its business format at the concrete action level and, together with the Guidelines, will keep all new recruits and newly appointed managerial employees fully informed through their training. In addition, the extent of understanding of the Corporate Creed and compliance awareness is regularly checked in the Employee Engagement Survey.



Corporate Creed

We aim to be a sincere company that our customers trust.

We aim to be a sincere company that our business partners, shareholders and local communities trust.

We aim to be a sincere company that our employees trust.

The Basic Posture of Seven & i Holdings Employees

Corporate Action Guidelines >

- Basic Policy
  1. Provision of Safe and High-Quality Products and Services
  2. Maintenance of Fair and Transparent Transactions
  3. Cooperation with Local and International Communities
  4. Respect for Human Rights
  5. Respect for Diversity and Improvement of Job Satisfaction
  6. Preservation of the Assets and Information of the Company
  7. Contribution to a Sustainable Society
  8. Dialogue with Stakeholders
  9. Efforts Regarding Social Issues

- Code of Corporate Conduct
  1. Compliance (Legal Compliance)
  2. Relationships with Customer
  3. Relationships with Business Partners
  4. Relationships with Shareholders and Investors
  5. Relationships with Local and International Communities
  6. Relationships between the Company, and Directors, Officers, and Employees
  7. Preservation of Global Environment

Policies for Each Measure

- Seven & i Holdings Nature Policy
- “GREEN CHALLENGE 2050” Seven & i Holdings's Environmental Declaration
- Seven & i Holdings Sustainable Sourcing Principles and Policies
- Basic Policy Relating to Measures to Contribute to the Prevention of Global Warming
- Seven & i Holdings Human Rights Policy
- Seven & i Holdings Business Partner Sustainable Action Guidelines
- Quality Policy
- Basic Policy on Social and Cultural Contribution, Social and Cultural Contribution Action Guidelines

Support for the United Nations Global Compact

Seven & i Holdings supports the 10 principles of the UN Global Compact, a worldwide framework for achieving sustainable growth, and carries out sustainability activities through its core businesses to fulfill these principles.

Network Japan
WE SUPPORT

› UN Global Compact

Addressing the Sustainable Development Goals (SDGs)

Seven & i Holdings is working to solve social issues through its business activities, with a view to achieving the Sustainable Development Goals* adopted at a United Nations summit held in 2015.

* The international community's shared goals for attaining the sustainable development of society, the economy, and the environment by 2030, in order to ensure all people enjoy peace and prosperity.



› Sustainable Development Goals

Stakeholder Engagement

Since its foundation, Seven & i Holdings has aimed to be a sincere company, trusted by all of its stakeholders, including customers, business partners, shareholders, local communities, and employees. We believe it is important to strive to understand the requirements and expectations that stakeholders have of Seven & i Holdings and the Group, and to respond to these.
For this reason, Seven & i Holdings and its Group companies will strive to respond quickly to feedback from our stakeholders-the opinions, desires, areas of dissatisfaction, requests, and so forth, that we receive through our dialogue with them. We will reflect this feedback in our management decision making process and business activities.

Seven & i Holdings' Stakeholders

Engagement with Stakeholders		Main Engagement Methods	Creating Value
Customers	We constantly think of things from the customer's point of view, and to earn our customers' trust we value communication, and will continue to respond to their feedback.	• Daily operations • Inquiries to the customer feedback department • Customer questionnaires • Website community that invites customers to participate	• Safe and secure products and services • Products and services that enrich customers' lives • Label accurately in an easily understandable manner • Manage personal information appropriately • Promote universal design
Business Partners	Our products and services could not be supplied without the cooperation of our business partners. We will rigorously observe laws and regulations and internal rules relating to fair trade as well as build relationships of trust with business partners to ensure maintenance of safety and security and accounting for human rights and the environment. We will work together with them to carry out our social responsibilities.	• Product development meetings • Quality improvement meetings • Informal gatherings with business partners • CSR audits of business partners • Business Partner Help Line • Business partner questionnaires	• Sound supply chain (consideration for human rights, compliance with laws and regulations, and consideration for the environment) • Development of products and services through team merchandising • Fair trade practices

Engagement with Stakeholders		Main Engagement Methods	Creating Value
Shareholders and Investors	Our operations are underpinned by the investments of our shareholders and investors. To respond to their trust, we emphasize highly transparent management and communication and fulfill our duty of accountability through disclosure.	• General Shareholders' Meeting • Financial results presentations • Meetings with investors • Information website for investors and organization newsletter	• Sustainable growth • Maximization of shareholder value and return profits • Proper accounting procedures and timely disclosure of information • Highly transparent management • Accountability toward beneficiaries
Local Communities	We aim to play an indispensable role in our local communities. To this end, by providing products and services matching the lifestyles in local communities, encouraging local production and local consumption and coexisting with communities, we will promote activities that contribute to community development.	• Regional Comprehensive Economic Partnerships with local governments • Participation in community activities • Dialogue through industry groups	• Resolution of social issues • Provision of products and services matching regional characteristics • Consideration for living environments in regional areas • Contribution to regional development • Safe and reliable urban development in collaboration with administrative authorities • Support for local production and local consumption, dietary education, child-raising, the elderly, and people with disabilities • Provision of products after the occurrence of natural disasters and support for affected areas • Participation in volunteer activities

Engagement with Stakeholders		Main Engagement Methods	Creating Value
Franchise Store Owners	Seven-Eleven Japan (SEJ) believes that relationships of trust with owners of franchise stores are the core of its business, and these relationships should be mutually beneficial. Through dialogue with Operations Field Consultants (OFCs) we build good relationships based on strong mutual trust and contribute to realizing comfortable and more prosperous lives for customers.	• Regular OFC visits to stores • Product exhibitions • Training and workshops by region • Owners' organization newsletter • Owners' opinion exchange meeting • Owner consultation desk	• Highly competitive franchise system • Management support • Strengthening of store operation capabilities • Strengthening of partnerships
Employees	We aim to realize workplaces where employees can participate actively and find satisfaction in their work. To this end, we will create working environments that are fair, just, and considerate of human rights. We will also create environments that protect privacy and safety, while helping workers to develop their capabilities and facilitate their work./td>	• Management policy briefings • Employee engagement survey • Employee training • Self-check systems and individual meetings • Internal portal website • Employee Help Line	• Respect for human rights, diversity, and individuality • Creation of discrimination-free workplaces that consider human rights • Utilization of diverse human resources • Occupational health and safety and prevention of workplace accidents • Achievement of work-life balance • Preventative care for mental health • Promotion of employee health • Transparent and fair evaluations • Respect for rights, such as the right for employees to engage in collective bargaining • Support for development of employee abilities

Engagement with Stakeholders		Main Engagement Methods	Creating Value
Global Environment	Our business is dependent on the blessings of the earth's environment. Therefore, we will provide products and services taking into account the sustainability of the environment, while cooperating with customers, business partners, and employees to reduce the environmental impact throughout the entire supply chain.	• Inquiries to the customer feedback department • Dialogue with product and packaging materials suppliers • Dialogue with national and local governments, NPOs, and NGOs, and residents of store neighborhoods • Dialogue with equipment and maintenance companies • Waste disposal companies	• Reduction of CO2 emissions and achievement of carbon neutral • Reduction of energy consumption • Environmental awareness among employees • Compliance with environmental legislation • Installation of energy saving and environmentally friendly equipment • Optimizing water usage • Reduction of waste and promotion of recycling • Reduction of packaging materials • Preservation of biodiversity and nature positive • Environmentally considerate products and services

Corporate Governance

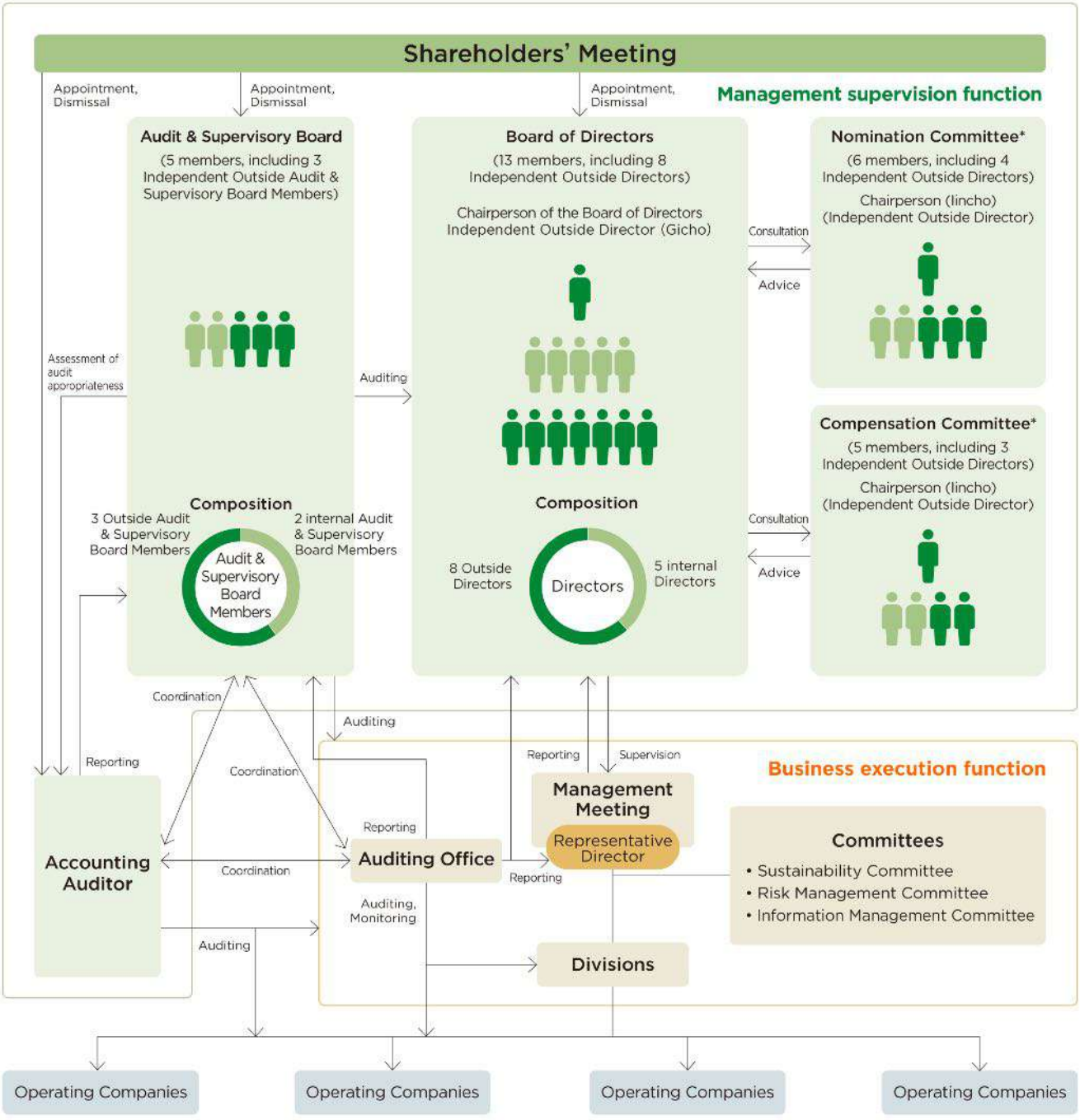
Seven & i Holdings is committed to strengthening corporate governance and maximizing the corporate value of the group as a holding company that supervises and oversees its subsidiary companies.

Basic Views on Corporate Governance

Seven & i Holdings considers corporate governance to be a system for sustainable growth by establishing and maintaining a sincere management structure and continuously increasing the Group's corporate value over the medium and long term in both financial and non-financial (ESG) aspects to ensure the trust and longstanding patronage of all stakeholders, including customers, business partners and franchisees, shareholders and investors, local communities, and employees, based on the Corporate Creed. Seven & i Holdings' mission as a holding company is to strengthen corporate governance and maximize the Group's corporate value, and Seven & i Holdings will strive to achieve this mission through the provision of support, oversight, and optimal resource allocation to its operating companies.

Seven & i Holdings ensures the effectiveness of its corporate governance by coordinating "audits" conducted by the Audit & Supervisory Board Members (Audit & Supervisory Board), including multiple Outside Audit & Supervisory Board Members who maintain their independence and have specialized knowledge in such areas as legal affairs and financial accounting, through their actively cooperating with the accounting auditor and the internal audit division, and "formulation of management strategies" and "supervision of business execution" conducted by the Board of Directors, including multiple Outside Directors who maintain their independence and have advanced management knowledge and experience. Seven & i Holdings has adopted this corporate governance structure because it judges the structure to be workable for realizing and ensuring Seven & i Holdings' corporate governance and for conducting appropriate and efficient corporate management.

Seven & i Holdings Corporate Governance System (as of May 27, 2025)



* The Chairperson and committee members are selected by the Board of Directors.

Details about corporate governance can be found here ›

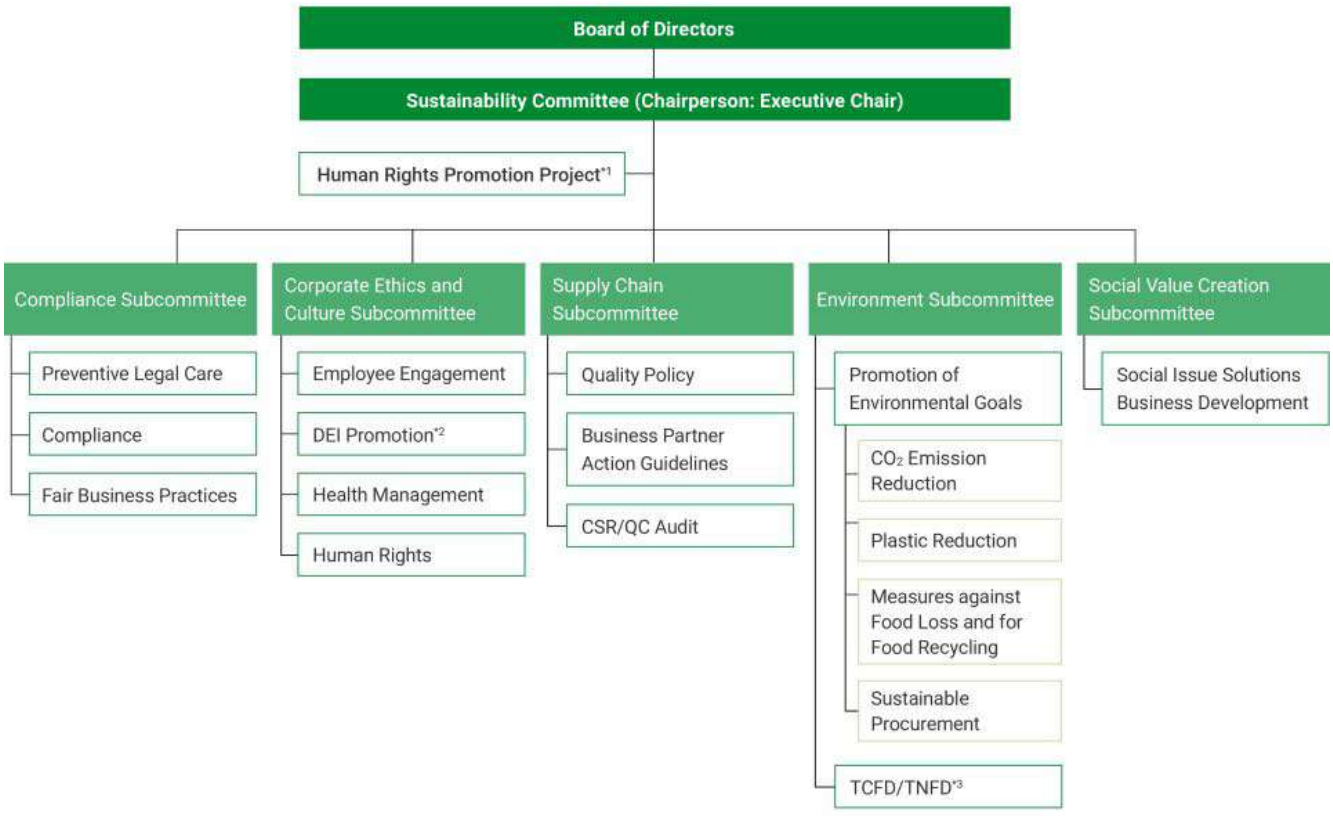
Sustainability Management

Seven & i Holdings works toward solving social issues in its core operations through promotion and development of businesses such as products and services. At the same time, we aim for sustainable development that creates value for both companies and society.

Sustainability Promotion Structure

Seven & i Holdings seeks to promote Group-wide sustainability activities that are effective and efficient. To this end, we hold regular, twice-yearly meetings of the Sustainability Committee, which is chaired by the Representative Director & Executive Chair (Kaicho). At these meetings, we offer guidance and make improvements based on reports received from the five subcommittees. The meetings also help to strengthen the collaboration between the holding company and operating companies.

Organizational Structure of Sustainability Promotion



*1 Promoting human rights due diligence and responding to serious human rights incidents
*2 Diversity, Equity, and Inclusion. Promote a diverse organization that respects individual differences and emphasizes fairness
*3 Task Force on Climate-related Financial Disclosures/Task Force on Nature-related Financial Disclosures

Compliance Subcommittee

The Group employees complying with laws, regulations and social norms and practicing compliance including fair trade with customers and business partners is absolutely essential to realizing the Group's Corporate Creed "Trust and Sincerity." In addition to reinforcing thorough compliance at each Group company level, Seven & i Holdings established the Compliance Subcommittee in order for Seven & i Holdings, being the shareholding company, to support each Group company strengthen its compliance systems, as well as ensure effective supervision thereby. The Compliance Subcommittee is chaired by the Executive Officer and Head of the Corporate General Affairs & Legal Division of Seven & i Holdings. The division in charge of legal affairs at the Company manages the subcommittee to promote specific measures.

Corporate Ethics and Culture Subcommittee

The Group employees understanding the Group's Corporate Creed and rigorous implementation of the Corporate Action Guidelines are an essential and important foundation to realize the Group's Corporate Creed "Trust and Sincerity." The Corporate Ethics and Culture Subcommittee conducts initiatives based on rigorous implementation of the Corporate Action Guidelines, such as to improve Group employee awareness through education by making everyone aware of the Corporate Creed and the Corporate Action Guidelines. In addition to these initiatives, to create fulfilling workplaces, Seven & i Holdings have been conducting an Employee Engagement Survey. We are also working to improve work environments, such as by rectifying long working hours, making progress on promoting active roles for diverse human resources including women and people with disabilities, and helping employees balance work and family care responsibilities. Further, Seven & i Holdings is working to create an environment where all employees can work at ease, such as by encouraging employees to take days off on holidays and acquire leave. The Corporate Ethics and Culture Subcommittee is chaired by the Executive Officer and Head of the Human Resources Division of Seven & i Holdings. The division in charge of human resources at the Company manages the subcommittee to promote specific measures.

For details about the Seven & i Holdings Corporate Action Guidelines >

Supply Chain Subcommittee

It is one of the important corporate social responsibilities for companies and also a strong demand by stakeholders to promptly respond to the United Nations' "Guiding Principles on Business and Human Rights" and "Sustainable Development Goals (SDGs)," and to build a sound supply chain with human rights and the environment in mind. To improve product quality and ensure safety at each Group company, Seven & i Holdings aims to establish and strengthen the quality levels and control systems of each Group company based on the Group's Quality Policy. Furthermore, to ensure that Seven & i Holdings meets its social responsibilities regarding products and services across the entire supply chain, Seven & i Holdings asks business partners to understand and implement the Business Partner Sustainable Action Guidelines. Seven & i Holdings regularly verifies and shares their compliance through CSR audits to promote education, enlightenment and correction. The Supply Chain Subcommittee is chaired by the Executive Officer and Chief Merchandise Officer (CMDO) of the Seven & i Holdings Group Merchandise Strategy & Planning Division. The subcommittee is managed by the division in charge of product strategies at the Group to promote specific measures.

For details about the Quality Policy >

For details about the Seven & i Holdings Business Partner Sustainable Action Guidelines >

Environment Subcommittee

The Group uses products, raw materials and energy efficiently to combat challenges such as climate change and resource depletion, and the Group is working with customers and business partners to reduce the environmental impact throughout the supply chain. Seven & i Holdings believes this is an important factor that contributes to the sustainable development of society and will result in the sustainable growth of the Group. Therefore, based on the GREEN CHALLENGE 2050 approved by the Board of Directors in April 2019 and announced in May 2019, the Environment Subcommittee is working to promote initiatives to develop a decarbonized society, a circular economy, and a society in harmony with nature. Based on the framework of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD), it is analyzing the risks and opportunities of climate change and natural capital and deepening the Group’s initiatives. The Environment Subcommittee is chaired by the Executive Officer and Head of the Sustainability Development Office of Seven & i Holdings, and is managed by the division in charge of environmental measures of the Group to promote specific measures.

Social Value Creation Subcommittee

Based on an awareness that efforts to solve social issues will lead to new business opportunities as the Group expands its business domains and related social problems become increasingly varied, the Social Value Creation Subcommittee takes action to create business that generates social and economic value (creating shared value; CSV). Aiming to realize a sustainable society, the our Group has identified seven material issues that it must address through engagement with various stakeholders. In response, the Social Value Creation Subcommittee is working to plan and execute new businesses originating from social issues to be addressed through core businesses by leveraging business characteristics and management resources, including the Group's business infrastructure and expertise cultivated to date. Apart from this, the subcommittee will strive to deepen initiatives with a view to fostering external collaboration with business partners, social entrepreneurs, NPOs, and other partners. The Social Value Creation Subcommittee is chaired by the Director & Executive Officer and Head of the Corporate Planning Division of Seven & i Holdings, and is managed by the division in charge of management planning to promote specific measures.

Targets and Progress by Each Subcommittee

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

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
Compliance Subcommittee			
(1) Establishing fair business practices			
• Confirm the status of compliance with the Antimonopoly Act, the Subcontract Act, the Act against Unjustifiable Premiums, and take remedial measures as necessary FT project conference: hold twice a year • Conduct FT training (e-learning) June: General labeling training (including food labels); have 6,500 people undergo training November: Fair trade (abuse of superior bargaining position, Subcontracting Act); have 5,000 people undergo training • Group education (including online) First half: Hold 15 times; have 800 people undergo training Second half: Hold 15 times; have 800 people undergo training • Number of companies to conduct business partner questionnaire on: Approx. 30	• Confirmed the status of compliance with the Antimonopoly Act, the Subcontract Act, the Act against Unjustifiable Premiums, and took remedial measures as necessary FT project conference: held twice a year • Conducted FT training (e-learning) June: General labeling training (including food labels); 5,700 people underwent training November: Fair trade (abuse of superior bargaining position, Subcontracting Act); 4,900 people underwent training • Group education (including online) First half: Held 5 times; 1,055 people underwent training Second half: Held 9 times; 1,171 people underwent training • Number of companies that business partner questionnaires were conducted on: Approx. 32	○	• Confirm the status of compliance with the Antimonopoly Act, the Subcontract Act, and the Act against Unjustifiable Premiums, and hold FT project conferences as part of remedial measures • Conduct FT training (e-learning) and group education
(2) Enforcement of compliance			
• Interview operating companies on compliance issues and response status (19 companies) • Conduct compliance e-learning Planned number of courses: 9	• Interviewed operating companies on compliance issues and response status (17 companies) • Conducted compliance e-learning Number of courses: 7	○	• Interview operating companies on compliance issues and response status • Conduct compliance e-learning

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
(3) Enhancement of preventive legal functions			
• Interview operating companies on compliance issues and response status (19 companies)	• Interviewed operating companies on compliance issues and response status (17 companies)	○	• Interview operating companies on compliance issues and response status
(4) Strengthen the internal reporting system			
• Establish a system as necessary • Conduct training using an outside instructor for Group company internal whistleblowing system staff (at least once a year)	• Revised operating rules and detailed rules related to internal whistleblowing system and reinforced information management system (January 2025) • Conducted training using an outside instructor for internal whistleblowing system staff at each Group company: 127 people in June, 122 people in November	○	• Establish a system as necessary • Conduct training using an outside instructor for Group company internal whistleblowing system staff
Corporate Ethics and Culture Subcommittee			
(1) Thoroughly ensure compliance with Corporate Action Guidelines			
• Focus on awareness and permeation of the Corporate Creed and Corporate Action Guidelines when educating employees • In the Employee Culture & Engagement Survey, regularly monitor status of compliance with the Corporate Action Guidelines	• Confirmed status of compliance with the Corporate Creed and Corporate Action Guidelines when conducting Employee Culture & Engagement Surveys Compliance with the Corporate Action Guidelines: 91% (nearly unchanged from the previous year) (fulltime employees)	△	• Focus on awareness and permeation of the Corporate Creed and Corporate Action Guidelines when educating employees • In the Employee Culture & Engagement Survey, regularly monitor status of compliance with the Corporate Action Guidelines

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
(2) Create fulfilling workplaces			
• Continue sharing information on examples of best practices to enhance engagement at Group companies • Conduct ongoing and multi-layered dialogue with employees to promote activities while repeatedly investigating, proposing, implementing, and verifying measures to enhance meaningful work and ease of work • Conduct Employee Culture & Engagement Survey (November)	• Shared information on examples of best practices to enhance engagement within Group companies and also continued efforts such as having the Chair of the Engagement Enhancement Committee at each Group company share initiatives to enhance engagement at joint meetings • Establishment of opportunities for dialogue with employees within Group companies and proposal and implementation of measures to enhance meaningful work and ease of work • Implemented the Employee Culture & Engagement Survey again in November of FY2024 (conducted annually in November) Target: 26 Group companies, about 59,000 people Engagement score: 50% (nearly unchanged from the previous year) Culture score: 70% (nearly unchanged from the previous year) * Scores are figures for monthly salary employees	△	• Continue sharing information on examples of best practices to enhance engagement at Group companies • Conduct ongoing dialogue with employees to promote activities while repeatedly investigating, proposing, implementing, and verifying measures to enhance meaningful work and ease of work • Conduct Employee Culture & Engagement Survey
• Promoting employment of people with disabilities Promote support for recruitment activities and retention for operating companies that have not achieved statutory employment rate (support for individual interviews and consultations)	• Accepted workplace trainees from special support schools and employment transition support agencies mainly at Ito-Yokado (including York) and THE LOFT Number of trainees accepted: Total of 18	○	• Promoting employment of people with disabilities Promote support for recruitment activities and retention for operating companies that have not achieved statutory employment rate (support for individual interviews and consultations)

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Maintain and improve the statutory employment rate Maintain and improve the statutory employment rate for people with disabilities at the five applicable Group companies	• Maintained a 3.26% actual employment rate at the five applicable Group companies* (June 1, 2024) * Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Denny's Japan, Terube	○	• Maintain and improve the statutory employment rate Maintain and improve the statutory employment rate for people with disabilities at the five applicable Group companies
• Reinforce educational activities for Group companies and implement human rights e-learning and human rights awareness training • Conduct hands-on normalization training and other events • Reinforce normalization promotion measures at Group companies and disseminate information internally and externally * Conduct sign language courses and normalization events	• Implemented reasonable accommodation e-learning Number of course takers: approx. 23,000 • Conducted human rights awareness training Number of training sessions: 15; participants: 364 • Conducted hands-on normalization training Number of training sessions: 2; participants: 115 • Held sign language courses (physically and online) Number of classes: 11; participants: 78 • Held normalization events Event sites: 7 stores that included Ito-Yokado (Ario) and York Benimaru	○	• Implement human rights e-learning and human rights awareness training for Group companies • Conduct hands-on normalization training • Reinforce normalization promotion measures at Group companies and disseminate information internally and externally * Conduct sign language courses and normalization events

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
(3) Diversity & Inclusion Promotion Project			
• Confirm KPI and progress and implement measures at Group Companies each half to achieve the targets for the ratio of female managers • Conduct female employee empowerment measures throughout the Group (training for female employees, etc.)	• Confirmed progress toward achieving target values set by each Group company relating to the ratio of female managers, hiring, separation, and promotion and regularly shared information including case studies within the Group • Conducted women encouragement seminars for the next generation of female manager candidates (approximately 60 participants from 16 Group companies in fourth session held in FY2024; approximately 20% of the participants in the past first to fourth sessions have achieved career enhancements) • Implemented female leader empowerment sessions for female Executive Officer candidates • Percentage of female managers Executive Officers: 19.2% (as of end of May 2025) Section managers: 29.0% (as of end of February 2025) Team leaders: 34.6% (as of end of February 2025)	○	• Confirm KPI and progress and implement measures at Group Companies each half to achieve the targets for the ratio of female managers • Continue to conduct female employee empowerment measures throughout the Group (training for female employees, etc.)

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Continue to conduct educational and awareness-raising activities on D&I targeting employees including managers of Group companies • Encourage use of childcare leave among male employees	• Continuously held DEI Seminars to raise awareness concerning the importance of DEI and management of diverse human resources since 2014; approximately 200 people participated from Group companies in seminars covering the theme of “LGBTQ+” in FY2024 • Used mechanisms to identify personnel newly eligible to take childcare leave, provided information on systems and encouraged them to take leave • Conducted a questionnaire for the approximately 4,000 male employees who are eligible to take childcare leave across 9 Group companies as well as the managers who serve as their superiors in order to verify the current stage of childcare leave taken by male employees and link findings to the encouragement of the greater taking of leave • Posted a panel talk between men who took childcare leave and their superiors on an internal portal site to promote understanding of the balance between childcare and work	△	• Continue to conduct educational and awareness raising activities on DEI targeting employees including managers of Group companies • Encourage use of childcare leave among male employees

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Disseminate initiatives and figures related to DEI promotion internally and externally	• Continuously disseminated information on a consolidated DEI page on the Group's website that can be viewed by Group employees • Joined the “Pride1000” network, which was established to expand the circle of corporate executives who are allies (advocates and supporters of LGBTQ+) and to promote positive messaging, as a supporter • Actively conducted external communications that covered the likes of participation in the Male Leaders Coalition for Empowerment of Women under the Gender Equality Bureau, Cabinet Office	○	• Disseminate initiatives and figures related to DEI promotion internally and externally
(4) Promoting health management			
• Implement consistent measures as a Group based on the Health Declaration NEXT • Continue walking events and other measures to raise employee health awareness and expand participation • Implement measures for maintaining health and preventing illnesses	• Conducted walking events 17,845 participants from 24 companies • Conducted breast cancer screening and cervical cancer risk testing for employees who wish Number of people screened for breast cancer: 609 • Provided subsidies for comprehensive medical exams and cancer screenings	△	• Implement consistent measures as a Group based on the Health Declaration NEXT • Continue walking events and other measures to raise employee health awareness and expand participation • Implement measures for maintaining health and preventing illnesses
• Establishment of comfortable working environments where people can work with healthy minds and bodies and promotion of a good work-life balance	• Prevented mental illness by conducting mental health training (self-care)	△	• Establishment of comfortable working environments where people can work with healthy minds and bodies and promotion of a good work-life balance

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
Supply Chain Subcommittee			
(1) Improving product quality and ensuring safety			
• Conduct QC project activities and hold quality control manager meetings • Continue sharing information on examples of improvement measures by Group companies within the Labeling Error Prevention Working Group	• Conducted QC project activities and held one information sharing meeting conducted by quality control personnel from Group companies • Held a Labeling Error Prevention Working Group meeting, shared examples of measures from Group companies to expand best practices, reflected those practices in measures by each company, and continuously implemented measures throughout the Group	○	• Conduct QC project activities and hold quality control manager meetings • Continue sharing information on examples of improvement measures by Group companies within the Labeling Error Prevention Working Group
• Continue conducting audits with a focus on consignment manufacturers of PB products	• Conducted factory audits on quality in conjunction with external organizations with a focus on manufacturing consignment factories of food-related products	○	• Continue conducting audits with a focus on consignment manufacturers of PB products
• Continuously conduct e-learning for acquisition of fundamental knowledge on quality control and product safety • Continuously conduct ISO9001 internal auditor training for newly-appointed quality control and purchasing personnel	• Conducted e-learning for acquisition of fundamental knowledge on quality control and product safety Subjects: Quality control and merchandise departments Training participants: 188 people in total • Conducted ISO9001 internal auditor training to develop auditors at manufacturing factories Subjects: Quality control and merchandise departments Training participants: 23	○	• Continuously conduct e-learning for acquisition of fundamental knowledge on quality control and product safety • Continuously conduct supplier audit training for newly appointed quality control and purchasing personnel
• Continue measures for all factories to obtain quality certification	• Made requests to Seven Premium product manufacturing consignment factories to acquire certification (100% of factories acquired certification as of March 2025)	○	• Continue to provide support for Seven Premium product manufacturing consignment factories to obtain quality certification

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Continue compliance with and confirmation of HACCP operations manuals • Conduct a three-day HACCP course for newly-appointed quality control and purchasing personnel	• Checked the status of implementation of HACCP operations manuals at each Group company to verify compliance with the manuals • Conducted a three-day HACCP course taught by an outside instructor, covering fundamental knowledge to practical application in factories Subjects: Quality control and merchandise departments Participants: 13	○	• Continue compliance with and confirmation of HACCP operations manuals • Conduct a three-day HACCP course for newly-appointed quality control and purchasing personnel
• Conduct lectures for quality control, purchasing, and manufacturing department personnel to acquire knowledge on insect and rodent prevention measures, safety culture, and more from outside experts	• Conducted the on-demand distribution of lecture videos on training on insect and rodent prevention in food manufacturing factories taught by a specialized organization for quality control personnel and merchandise departments at each Group company Participants: 151	○	• Conduct lectures for quality control, purchasing, and manufacturing department personnel to acquire knowledge on insect and rodent prevention measures, safety culture, and more from outside experts
(2) Thorough implementation of Business Partner Action Guidelines			
• Continue briefings on the Business Partner Action Guidelines and CSR audits • Report on CSR audit results and hold study sessions on audits at meetings attended by managers of departments in charge of product development and procurement at each Group company	• Conducted live broadcast of Business Partner Action Guidelines and CSR audit briefings (for Japan and overseas business partners; 396 companies participated in real time and through on-demand distribution) • Reported on CSR audit results and held briefings on audits for Seven Premium product development personnel	○	• Continue briefings on the Business Partner Action Guidelines and CSR audits • Report on CSR audit results and hold briefings on audits for product development personnel

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Translate content into multiple languages and reinforce explanations at overseas factories • Conduct e-learning on sustainable procurement for Group purchasing personnel	• Conducted on-demand distribution of Business Partner Action Guidelines and CSR audit briefings to enable access at any time • Prepared content on occupational safety and health as well as business and human rights (total of 4,700 page views) • Implemented e-learning on sustainable procurement, with 2,281 people, mostly product development and purchasing personnel, participating in FY2024	○	• Translate content into multiple languages and reinforce explanations at overseas factories • Conduct e-learning on sustainable procurement for Group purchasing personnel
• Conduct CSR audits of those factories that manufactured Seven Premium products and private brand products of Group companies in China and Southeast Asia (13 countries) that conduct large-scale transactions and had high levels of importance Overseas: 250 factories in China and Southeast Asia Domestic: 500 factories • Provide support to business partners to establish audit systems at the raw material factories	• Conducted CSR audits of those factories that manufactured Seven Premium products and private brand products of Group companies in China and Southeast Asia (13 countries) that conducted large-scale transactions and had high levels of importance Overseas: 200 factories in China and Southeast Asia Domestic: 626 factories • Fielded consultations and provided support to enable business partners to implement CSR audits at raw material factories	○	• Conduct CSR audits of those factories that manufactured Seven Premium products and private brand products of Group companies in China and Southeast Asia (13 countries) that conduct large-scale transactions and had high levels of importance Overseas: 200 factories in China and Southeast Asia Domestic: 600 factories • Provide support to business partners to establish audit systems at the raw material factories

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
Environment Subcommittee			
(1) Initiatives for achieving a decarbonized society			
• Conduct third-party verifications of CO2 emissions at 11 companies • Expand procurement of renewable energy through off-site PPA • Start demonstration tests on the use of renewable energy with supply chain companies to reduce CO2 emissions	• Conducted third-party verifications of CO2 emissions at 11 companies • Expanded procurement of renewable energy through offsite PPA • Established Seven & i Energy Management Co., Ltd., an electricity retail subsidiary, in August 2024 to promote the procurement of renewable energy at stores and factories within the Group • Currently implementing demonstration tests on the use of renewable energy with supply chain companies to reduce CO2 emissions	○	• Conduct third-party verifications of CO2 emissions at 12 companies (Newly add Create Link as a subject of verification) • Expand procurement of renewable energy • Established subsidiary Seven & i Energy Management Co., Ltd., a retail electricity provider, in August 2024; commence supply of electricity to some operating companies in April 2025 • Support introduction of equipment related to renewable energy at business partner companies as part of demonstration tests aimed at reducing CO2 emissions across the entire supply chain
(2) Initiatives for achieving a circular economy			
• Plan to test containers that use a mass balance method while moving forward with the switch to environmentally friendly materials, for container packaging used with original products	• Proceeded to change over to environmentally-friendly materials for container packaging for original products (Ratio of environmentally-friendly materials in container packaging for original products: 37.7%) * Includes 7-Eleven, Inc. • Conducted tests of container packaging that use a mass balance method	○	• Advance changeover to environmentally-friendly materials for container packaging for original products • Continue tests of container packaging that use a mass balance method

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
• Further expand installation of PET bottle collection machines to encourage resource recycling • Plan to conduct new collection demonstration projects with the aim of recycling plastics other than PET bottles	• In FY2024, installed PET bottle collection machines in 4,683 stores (in an increase of 578 stores from the previous year) and collected and recycled the equivalent of approximately 550 million PET bottles • Commenced demonstration tests for the collection of used mayonnaise bottles, the collection of used frozen food packaging (films), etc. at some Ito-Yokado stores	○	• Further expand installation of PET bottle collection machines to encourage resource recycling • Continue collection demonstration tests aimed at recycling plastics other than PET bottles
• Continue to conduct Temaedori Project awareness-raising activities to 7-Eleven, Ito-Yokado, and York Benimaru stores nationwide	• Conducted Temaedori Project awareness-raising activities using posters, etc. at 7-Eleven, Ito-Yokado, and York Benimaru stores nationwide (Conducted awareness-raising activities with posters linked to the local government, etc. at some stores)	○	• Continue to conduct Temaedori Project awareness-raising activities at stores nationwide in order to curb the occurrence of food loss
• Conduct food drives at some Group stores as an initiative intended to solve social issues in cooperation with customers	• Conducted food drives in cooperation with customers at some 7-Eleven, Ito-Yokado, and other brand stores	○	• Continue and expand implementation of food drives at some Group stores as an initiative intended to solve social issues in cooperation with customers
(3) Initiatives for developing a society in harmony with nature			
• Conduct training for Group MD on sustainable procurement in new sub-supply chains	• Implemented e-learning on sustainable procurement, with 2,281 people, mostly product development and purchasing personnel, participating in FY2024	○	• Continue training on sustainable procurement for product development and purchasing personnel
(4) Raising employee environmental awareness			
• Develop and operate environmental training programs and an environmental application that can share information for Group employees • Increase the number of application registered operating companies • Continuously conduct environmental e-learning for all employees	• Commenced introduction of sustainability-related “Sasutena Smile App” for employees in FY2024 Number of application registered operating companies: 18 Group companies • Implemented environmental e-learning for Group employees	—	• Continue to introduce sustainability-related “Sasutena Smile App” for employees • Increase the number of application registered employees • Continue implementing environmental e-learning for Group employees

Major Plans for FY2024	Results for FY2024	Evaluation	Major Plans for FY2025
Social Value Creation Subcommittee			
(1) Promote understanding of social issues			
• Hold SMiLE 2024, a social issue solving business plan contest ・ Promote recognition in the Group ・ Reinforce functions for following participants	• Held SMiLE 2024, a social issue solving business plan contest Number of entrants: 447 (down 51 from the previous year) Submissions: 240 (up 66 from the previous year) • Promoted recognition across the entire Group and the fostering of an innovation mindset through the holding of independent briefings by each Group company and other means	○	• Hold SMiLE 2025, a social issue solving business plan contest ・Promote recognition in the Group ・Reinforce support at each Group company
(2) Create new CSV businesses			
• In addition to the three ongoing projects, add two projects selected for SMiLE 2023 and investigate commercialization for a total of five projects	• In addition to five ongoing projects, added three projects selected for SMiLE 2024 and commenced demonstration trials for a total of eight projects	○	• Investigate commercialization with the addition of ongoing projects and projects selected for SMiLE 2025

Sustainability Training for Employees

Seven & i Holdings provides employees with sustainability training via group training when they join the company or are appointed to a new position through promotion or advancement in rank, etc. Study groups, seminars, and the like are held regularly for specialized fields including compliance, DEI, and the environment, and information is communicated to employees through the internal site.

We have been conducting Sustainability training via e-learning for all employees at domestic Group companies. In the fiscal year ending February 28, 2025 as well, we implemented e-learning on the Antimonopoly Act (abuse of superior bargaining position), the Subcontracting Act, product labeling, and other topics for all employees who are associated with business partners. An e-learning about the Group's environmental declaration "GREEN CHALLENGE 2050" was also conducted.

Starting in FY2024, we have introduced a sustainability app for employees called "Sasutena Smile App". This app shares information about the Company's sustainability initiatives and offers content such as learning materials, posts, and quizzes. Through this app, we aim to enhance the sustainability awareness and promote behavioral changes among employees of the Group who participate.



Risks and Opportunities Related to Sustainability

Various problems and issues related to the environment and society constitute risks that threaten a company's sustainability, but the act of endeavoring to solve such issues leads to new business opportunities. Seven & i Holdings identifies risks and opportunities related to seven material issues, and works to reduce risk levels while striving to realize a sustainable society alongside sustainable corporate growth by creating new business models for solving social issues. We have therefore created the Corporate Action Guidelines and other policies, and established the cross-group Sustainability Committee and its subcommittees, the Compliance Subcommittee, Corporate Ethics and Culture Subcommittee, Supply Chain Subcommittee, Environment Subcommittee, and Social Value Creation Subcommittee. Specific measures are considered through these committees.

Material Issues, and Main Risks and Opportunities

Material Issue 1

Create a livable society with local communities through various customer touchpoints

Risks

- Decline in sales opportunities from decrease in the infrastructure of daily life, leading to population decrease, depopulation, aging population
- Failure to open new stores as planned because of insuffi cient coordination with local communities resulting in inability to provide new value, etc.

Opportunities

- Gain stakeholder trust through expanded social role as infrastructure for daily life
- Increase sales opportunities through community revitalization, etc.

Material Issue 2

Provide safe, reliable, and healthier merchandise and services

Risks

- Loss of customers because of merchandise issues or in-store accidents
- Decline in trust due to violations of laws such as quality control and labeling
- Loss of customers from delayed development of health-related merchandise, etc.

Opportunities

- Increase customer loyalty through rigorous safety and quality control
- Expand sales opportunities by offering healthoriented merchandise and other new merchandise that matches customers' needs, etc.

Material issue 3

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

Risks

- Physical damage to stores/distribution network due to increase in natural disasters caused by climate change
- Sharp increases in purchasing prices due to changes in demand and supply or changes in prices of crude oil and other raw materials caused by unusual weather
- Loss of customers due to corporate image with a large environmental footprint in areas including food waste and greenhouse gas emissions, etc.

Opportunities

- Cut costs by saving energy, reducing waste, recycling, changing energy sources
- Create brand value as a company at the forefront of environmental measures, etc.

Material Issue 4

Achieve a society in which diverse people can actively participate

Risks

- Damage to corporate image, loss of customers, decline in employee engagement from tolerance of discrimination and prejudice
- Difficulty in retaining human resources, outflow of human resources, etc.

Opportunities

- Acquire future customers and develop new services through dialogue with and development of the next generation, the young generation, and people with various values, etc.

Material Issue 5

Improve work engagement and environment for people working in Group businesses

Risks

- Decline in employee engagement from lack of improvement in work environments
- Difficulty in retaining human resources, outflow of human resources, etc.

Opportunities

- Promote diversity to enhance competitiveness
- Increase productivity by enhancing employees' skills and autonomy
- Develop new businesses and acquire talented personnel, etc.

Material Issue 6

Create an ethical society through dialogue and collaboration with customers

Risks

- Inability to offer new value through merchandise and services from delayed response to changes in consumer lifestyles and diversifi cation of values, etc.

Opportunities

- Expand sales opportunities by offering merchandise and services addressing ethical consumption
- Work with customers to increase customer loyalty, etc.

Material Issue 7

Achieve a sustainable society through partnerships

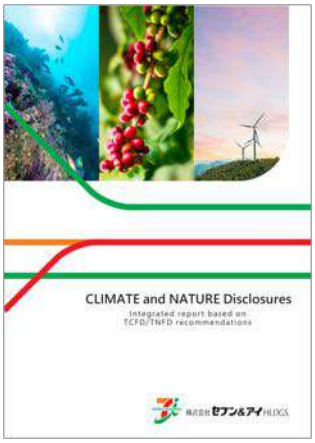
Risks

- Interruption of merchandise supply, deterioration of merchandise quality, or boycotts associated with labor environment or human rights problems or compliance violations in the supply chain, resulting in loss of social trust, etc.

Opportunities

- Increase resilience through sustainable raw material procurement
- Provide new merchandise and services in cooperation with business partners, other industries, same industry, etc.

Climate and Nature-related Information Disclosures —Responses to TCFD/TNFD Recommendations



On Monday, September 8, 2025, we published the "CLIMATE and NATURE Disclosures, integrated report based on TCFD/TNFD recommendations," summarizing our response to climate change and nature.

› "CLIMATE and NATURE Disclosures, the integrated report based on TCFD/TNFD recommendation"(pdf)

1. Approach to Climate Change and Nature

Seven & i Holdings (the “Company”) and its consolidated subsidiaries (the “Group”) promote initiatives by establishing Material Issue 3: “Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts.” Specifically, in the GREEN CHALLENGE 2050 environmental declaration, we set goals and visions for 2030 and 2050 in four areas—reduction of CO2 emissions, measures against plastic, measures against food loss and for organic waste recycling, and sustainable procurement —and we are taking action related to climate change and nature.

Regarding climate change, we have supported the TCFD since 2019, began analysis based on TCFD recommendations, and have been disclosing information. Also, regarding nature, we joined the TNFD Forum in January 2023, registered as a TNFD Adopter in March 2024, and made our first disclosure based on the TNFD recommendations in September 2024.

Recognizing that the climate change and nature mutually influence one another and that it is essential to acknowledge this relationship and respond to it in an integrated manner, in September 2025, we published the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations,” which analyzes and discloses information regarding both topics in an integrated manner in an effort to provide information disclosures that are comprehensible to our stakeholders.

For details, please refer to “1. Seven & i Holdings’ approach to climate change and nature” (p. 2) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” ›

Click here for the Material Issues ›

Click here to read the GREEN CHALLENGE 2050 ›

● Formulation of Nature Policy

In October 2024, we reaffirmed our existing approach and initiatives regarding nature and biodiversity, and formulated the Seven & i Holdings Nature Policy to make clear the Group's proactive approach to achieving nature-positive results. In formulating this policy, steps that the Group will take to achieve nature positive have been compiled based on the AR3T framework (Avoid, Reduce, Restore, Regenerate, and Transform) outlined in the SBTs for Nature*.

* SBTs for Nature: Science-based and nature-related targets. Refers to a framework and technical guidance that encourage companies and cities to set nature-related targets that are science-based

Seven & i Holdings Nature Policy (Main points)

1. We strive to understand our relationship with nature
2. We value nature and strive to avoid and/or minimize negative impacts on nature
3. We contribute to the recovery, restoration, and regeneration of nature and biodiversity
4. We embrace innovation and co-create value with all stakeholders to contribute to nature
5. We value highly transparent, trustworthy, and sincere disclosure and reporting

Read the full text here >

2. Governance

The Company implements initiatives, including those relating to climate change and nature, under the supervision of the Board of Directors and through the Sustainability Committee, which is chaired by the Representative Director & Executive Chair, and its subcommittees (as of September 2025).

For details, please refer to “3. Governance” (p. 7) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

3. Risk and Impact Management

In accordance with the basic rules for risk management, the Group established, developed, and operates a comprehensive risk management system, centered on the Risk Management Committee. Risks related to sustainability are managed under this comprehensive risk management system as well.

For details, please refer to “5. Risk and impact management” (p. 33) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

4. Strategy

(1) Analysis Assumptions

Based on the following assumptions, we analyzed both risks and opportunities relating to climate change and nature and investigated response measures.

Item	Category	Details
Scope of disclosure	Climate	Conduct scenario analyses for domestic convenience store operations (domestic CVS operations) and overseas convenience store operations (overseas CVS operations), including the direct physical impacts on stores, costs incurred for store operations, merchandise supply chains (raw materials, factories that manufacture merchandise, merchandise shipping, etc.) that significantly affect store operations, and customer behavior, and disclose climate change risks, opportunities, and countermeasures that are identified.
	Nature	Evaluate the relationship between the Group's businesses and nature, and as the Group operates businesses focused on food, disclosure for this evaluation to cover risks, opportunities, and countermeasures related to agricultural products.
Scenarios	Climate	Two scenarios, a decarbonization scenario (1.5°C to 2.0°C) and a warming scenario (2.7°C to 4.0°C), have been set with reference to future forecast reports issued by governments and international organizations, including STEPS, APS, and NZE2050, indicated in the World Energy Outlook of the International Energy Agency (IEA). Business growth rate as of 2030 to be taken into account. **●Decarbonization scenario (1.5℃ to 2.0℃)** A world assumed in which various laws and regulations have been introduced toward achievement of the 1.5°C target, whereby the cost of compliance with these laws and regulations increases store operations costs and requires a diversification of our portfolio. **●Warming scenario (2.7℃ to 4.0℃)** A world assumed in which the frequency and severity of natural disasters rise and weather patterns change significantly, with potential to result in damage to stores and other facilities, impact procurement of raw materials, and increase air-conditioning costs in stores due to higher temperatures.
	Nature	Of the two scenarios presumed in the TCFD analysis, multiple external environment patterns falling within the range of the "Warming scenario (2.7°C to 4.0°C)" were assumed.
Time horizons	Climate	Based on the impact expected in 2030, which is the interim target-setting period for GC2050, risks, opportunities, and countermeasures were examined. In case of overseas CVS business, short-term (0 to 5 years), medium-term (5 to 10 years), and long-term (10 to 30 years) timeframes were applied to the analysis.
	Nature	In order to grasp the long-term trends that will determine the success or failure of procurement, the period covered will be set to 2050, the time horizon when risks and opportunities will become apparent, and specific countermeasures will be considered with a short-term target of 2030–35, the same period as the TCFD analysis.

For details, please refer to “2.1 Scope of disclosure, scenarios, and time horizons” (p. 5) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” ›

(2) Climate Change and Nature-related Risks and Opportunities

The climate change and nature-related significant risks and opportunities identified through the analysis are as follows:

● Significant risks identified

Risk classification		Category	Type	Assumed scenario	Significant risks identified
Physical risks	Acute	Climate	Direct operations	Warming scenario	・Increased frequency and intensity of severe natural disasters, resulting in store damage, merchandise damage, supply chain disruptions, blocked store access, lost in sales due to store closures, and increased losses due to restoration costs and others
		Climate	Raw materials		・Disruptions in the supply chain due to changes in precipitation and weather patterns, an increase in water-related risks within the supply chain, and a rise in product costs caused by reduced harvest yields of raw materials
	Chronic	Nature	Raw materials		・Increases in procurement and labor costs due to longer working hours for our procurement staff and higher costs of raw materials for merchandise caused by reduced yields and quality due to changes in precipitation and weather patterns, and outbreaks of pests and diseases
Transition risks	Policy	Climate	Direct operations	Decarbonization scenario	・The global introduction of emissions regulations and carbon pricing, such as carbon taxes, resulting in a cost burden for CO2 emissions from store operations and increased costs in the supply chain that will affect products and other items
		Climate	Direct operations		・Overseas CVS operations: Increase in costs related to Extended Producer Responsibility (EPR) due to product waste regulations (medium-term)
	Market	Climate	Direct operations		・An increase in electricity costs due to higher retail prices from renewable energy adoption and other factors
		Climate	Direct operations		・Overseas CVS operations: Especially in the decarbonization scenario, lower demand for petroleum-based fuels owing to changing consumer preferences, adoption of new technologies, and improved fuel efficiency, resulting in a decrease in revenues from petroleum-based fuels (long-term)
		Climate	Direct operations	Warming scenario	・An increase in air conditioning operation costs and refrigeration equipment operation costs due to global temperature rise
	Reputational	Climate Nature	Direct operations		・Procurement shortages and lower quality of raw materials caused by climate change will impede quality assurance of merchandise and lead to a decline in brand value and customer satisfaction
		Nature	Raw materials		・Decrease in sales due to reputational risk arising from procuring raw materials with lack of consideration for the environment or human rights (e.g., deforestation, environmental destruction of land, infringement of the rights of indigenous peoples and local residents, child labor, forced labor, etc.)
	Liability	Nature	Direct operations		・Increased costs of complying with nature-related or/and environment regulations, fines and penalties due to insufficient compliance

● Significant opportunities identified

Opportunity classification		Category	Type	Assumed scenario	Significant opportunities identified
Business performance	Market	Climate	Direct operations	Warming scenario	・Customers seldom going out during summer season due to high temperatures, which will boost demand for delivery and e-commerce services
		Nature	Raw materials		・Development of new markets by utilizing sustainable alternatives and developing new merchandise that use different varieties
	Market Reputational	Climate Nature	Direct operations	Decarbonization scenario	・Increase in consumer interest for sustainable merchandise and services
	Market Reputational Resource efficiency	Climate	Direct operations	Decarbonization scenario	・Increased demand for EV charging due to tighter regulations and changing consumer preferences
		Nature	Raw materials	Warming scenario	・Establishment of a stable supply system by increasing direct transactions with farmers and building long-term partnerships
		Climate	Direct operations	Decarbonization scenario	・Overseas CVS operations: Reduction in overall energy use by investing in measures to improve energy efficiency (medium-term)
Sustainability performance	Resource efficiency Use, preservation, restoration and regeneration of natural resources	Nature	Raw materials	Warming scenario	Support for farmers in adopting regenerative agriculture and other practices to conserve biodiversity so as to improve ecosystem services as well as improve and stabilize the yield and quality of raw materials

(3) Climate Change

1. Climate Change-related Risks, Opportunities and Financial Impact

We performed scenario analysis covering Seven-Eleven Japan (SEJ) from FY2019 to FY2021 and 7-Eleven Inc. (SEI) in FY2023 to identify the 12 significant risks and opportunities described above in “Significant risks and opportunities identified.” Among the identified risks, under the decarbonization scenario, imposition of carbon taxes was recognized as a risk with a significant financial impact, and under the warming scenario, damage from natural disasters and rising raw material costs were recognized as particularly large financial impacts in 2030.

● Estimation of financial impact

・Decarbonization scenario: Imposition of carbon taxes

¥27.7 billion	・Carbon tax amount: $135/ton-CO2 (maximum amount anticipated in the IEA's World Energy Outlook 2022) ・Foreign exchange rate: ¥150/$ (approximate exchange rate as of February 28, 2025) * Breakdown of ¥27.7 billion: domestic CVS operations ¥14.4 billion, overseas CVS operations ¥13.3 billion

・Warming scenario: Damage from natural disasters (SEJ)

¥11.19 billion	・Estimate of flood damage to SEJ stores in the Tokyo metropolitan area (assuming flooding of the Arakawa River) ・Estimated based on past flooding damage. To determine the scale of the damage, the estimated amount was calculated without taking into account the application of insurance.

・Warming scenario: Rising raw material costs (SEJ)

¥5.7 billion	・Estimation of rise in costs due solely to lower yields resulting from climate change ・The covered resources (rice, laver, and livestock products (beef, pork, chicken, and eggs)) were selected based on the SEJ's procurement amount composition * Breakdown of ¥5.7 billion: Rice ¥2.23 billion, laver ¥1.93 billion, livestock products (beef, pork, chicken, and eggs) ¥1.54 billion

For details, please refer to "4.2.1 Climate change-related risks, opportunities and financial impact" (p. 12) in the "CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations." ›

2. Responses to Climate Change-related Risks and Opportunities

We investigated response measures regarding the identified 12 significant risks and opportunities in order to mitigate risks and maximize opportunities.

Through these investigations, we were able to confirm that the environmental impact reduction measures being carried out based on GREEN CHALLENGE 2050 are effective measures in both the decarbonization scenario and the warming scenario.

● Significant countermeasures

Scenario	Countermeasures (examples)	Examples of concrete initiatives
Decarbonization scenario	・Promote measures to reduce CO_2 emissions in accordance with the GREEN CHALLENGE 2050 environmental declaration (aiming for a 50% reduction in 2030 from the FY2013 level and net-zero emissions in 2050) ・Promote initiatives and investments to save energy and improve energy efficiency in store ・Aggressively increase the percentage of renewable energy use in stores ・Increase sustainable products and services (low-carbon products, environmentally friendly containers and packaging, PET bottle collection and recycling, certified products, etc.) ・Promote measures to reduce the amount of food waste generated (reduce the amount of food to be incinerated) in accordance with measures against food loss and for food recycling set in the GREEN CHALLENGE 2050 environmental declaration ・Promote various measures against product packaging in accordance with measures against plastic set in the GREEN CHALLENGE 2050 environmental declaration ・Expand EV charging services at stores (Overseas CVS operations: Plan to increase EV fast-charging ports for the 7Charge EV fast-charging network throughout the United States and Canada in the future)	**Energy conservation** Six key points for energy conservation measures (SEJ)  **Generation of renewable energy** Installation of solar panels  **Procurement of renewable energy** Procurement through off-site PPA*  **Establishment of retail electricity supplier** Seven & i Energy Management Co., Ltd. was established in August 2024. **Introduction of EV charging stations** As of the end of December 2024, a total of 180 charging stations has been installed at 53 stores in eight states and two Canadian provinces (SEI). 

Warming scenario	・Develop a contingency plan to be followed during severe weather events such as floods and storms ・Establish a system for information gathering and early recovery in the event of a disaster (such as 7VIEW) ・Ensure stable procurement by expanding procurement sources, such as vegetable plants and land-based fish farms ・Promote energy saving and install energy-saving equipment in stores ・Expand delivery and e-commerce services	**7VIEW** Visualization of store status and logistics on Google Map  **Procurement of factory-grown vegetables** Increasing purchase of climate-resistant raw materials

* An abbreviation for off-site corporate power purchase agreement (PPA), a mechanism in which renewable energy sources, such as solar power generation facilities, are installed off-site a company for the provision of renewable energy power.

For details, please refer to “4.2.2 Countermeasures” (p. 13) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

Click here for more information on climate change countermeasures >

（4）Nature

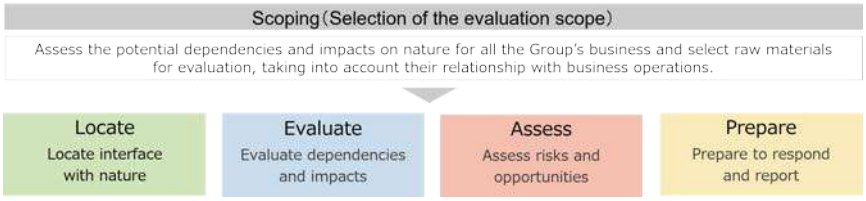
The Group utilizes and also impacts nature, both directly and indirectly, throughout its entire value chain. For example, the procurement of raw materials in upstream supply chains relies on various benefits from nature, such as abundant water resources for cultivation and pollinators. Additionally, excessive resource extraction and over-application of agricultural chemicals and fertilizers can have detrimental impacts on nature. Furthermore, concerns are growing that changes in nature may impact business, including difficulties in procuring and using raw materials.

To maintain business operations over the medium to long term, we believe it is critical to understand and manage the interactions between business and nature. This involves minimizing the negative impacts of business activities on nature and promoting nature-positive initiatives to halt and reverse biodiversity loss.

1. LEAP Approach

We assessed nature-related dependencies, impacts, risks, and opportunities within the Group in accordance with the scoping assessment method and LEAP approach recommended by the TNFD.

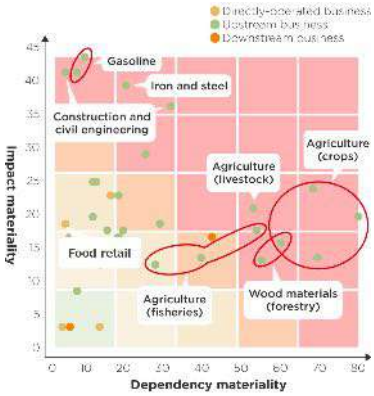
●LEAP approach



2. Scoping

In the first half of FY2024, we started by surveying all Group operating companies and all related supply chains, from upstream to downstream, to understand how our business is related to nature.
When performing the evaluation, we used ENCORE, a tool recommended by the TNFD, to identify the general dependencies and impacts within those companies' industries, and scored the results and mapped them along two axes: dependencies and impacts.
Based on the results of the mapping, the Group decided to first focus on agricultural products, as our business is focused on food. From among agricultural products, we selected coffee, rice, and soybeans as key raw materials, as they are handled in large volumes by the Group as a whole and have been indicated as having impacts on nature. We selected two raw materials, coffee, which has a particularly large impact, and rice, which is expected to offer business opportunities, and decided to conduct more detailed evaluations of their dependencies and impacts on nature in line with the LEAP Approach recommended by the TNFD starting in the second half of FY2024.

●The Group's main businesses and their dependencies and impacts on nature



●Evaluation of dependencies and impacts on nature of the three raw materials selected as key



For details, please refer to "4.3.1 Assumptions in the LEAP Approach and overview of evaluation method" (p. 15) in the "CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations." ›

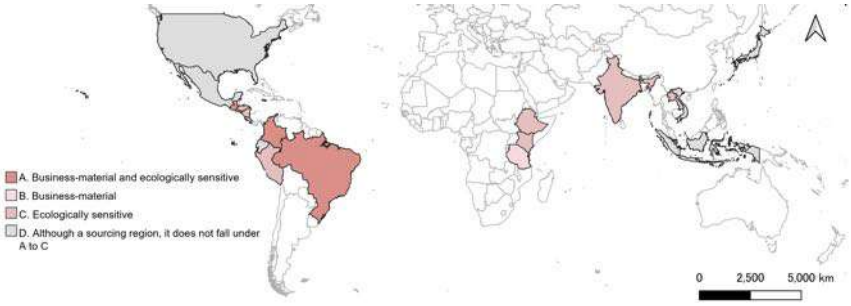
3. Analysis of Coffee According to the LEAP Approach

Analysis of coffee according to the LEAP Approach

●Locate (locate interface with nature)

We evaluated and organized countries from which SEJ, SEI, and SEVEN PREMIUM source coffee beans along two axes: ecological sensitivity and business materiality. Of these, we have identified three countries—Brazil, Colombia, and Guatemala—as sourcing regions that meet both of these criteria and should be given particular priority for analysis.

■Map of priority analysis sourcing regions for coffee beans



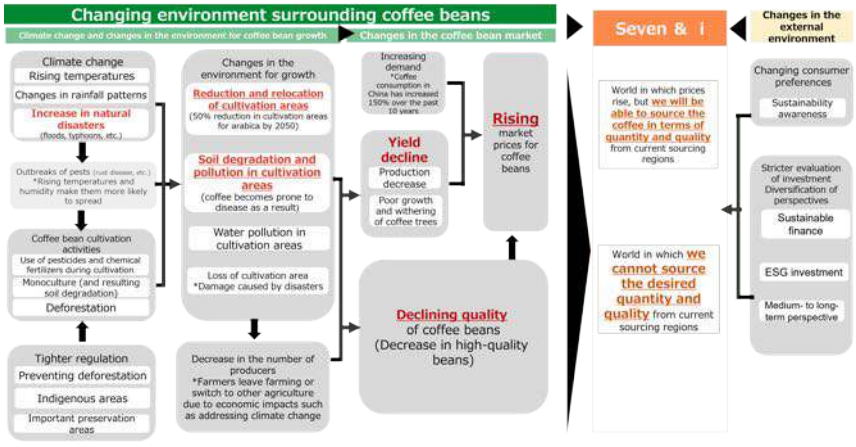
●Evaluate (evaluate dependencies and impacts)

We used data from SEJ, which has the highest sourcing volume, to investigate the dependence on and impact on nature of the top five countries with the highest sourcing ratios by country (Brazil, Colombia, Tanzania, Guatemala, and Ethiopia). Items to be investigated were determined by referencing results of ENCORE and information compiled by TNFD and SBTN, and include an evaluation of general dependencies and impacts of coffee, as well as sorting through the ecological and business characteristics of each sourcing region.

●Assess (assess risks and opportunities)

Based on knowledge acquired from business partners, we organized the risks and opportunities relating to dependence and impact on nature. We also conducted analyses on the agricultural cooperative and farm levels concerning decreasing coffee bean yields, which is believed to have the greatest impact.

■The external environment surrounding coffee beans

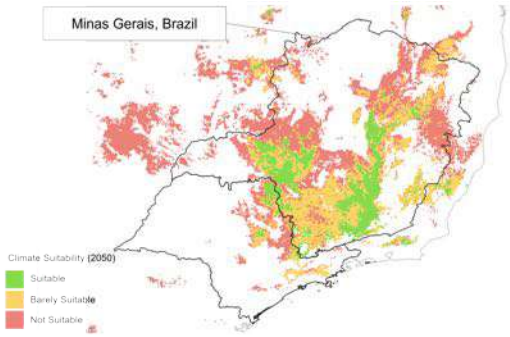


After analyzing the risks and opportunities for coffee beans based on the organization described above, we found that there is a particularly high risk of reduced yields due to shrinkage and changes in areas suitable for cultivation caused by rising temperatures and changes in rainfall patterns. Other risks identified include a decline in quality and yield due to outbreaks of pests and diseases, the cost of complying with environmental regulations, and reputational damage due to procuring coffee that is produced using methods that involve environmental destruction or infringing on IPLCs land rights.

Therefore, using climate suitability, which indicates the degree to which climatic conditions are suitable for coffee bean production, we analyzed the five countries with high sourcing rates for SEJ, tracing back to the agricultural cooperative and farm levels. Results of the analysis show that across the five target countries, area suitable for growing coffee beans is expected to decrease by roughly 30% between now and 2050. Furthermore, an analysis at the state level where sourcing regions are located revealed that suitable area could potentially decrease by about as much as 40% in some states.

Based on the risks identified by tracing back to the agricultural cooperative and farm levels, we will consider and carry out specific measures that include providing support to our suppliers.

■ Simulation of climate suitability in Minas Gerais in 2050



■ List of nature-related risks for coffee beans

Risk segment	Category	Risk overview		Level of impact			Likelihood of occurrence		
		Impact of changes in the environment and external environment on procurement	Financial impact	Low	Medium	High	Low	Medium	High
Physical risks	Acute	Decline in yield due to natural disasters (e.g., loss of cultivation areas)	・Increased procurement costs (→Decrease in sales due to cost pass-through)		■	■			■
		Decline in yield and quality due to a decrease in suitable cultivation areas due to an increase in pests and diseases associated with climate change	・Increased procurement costs (→Decrease in sales due to cost pass-through)		■				■
	Chronic	Decline in yield and quality due to a decrease in suitable cultivation areas caused by changes in temperature and rainfall patterns	・Increased procurement costs (→Decrease in sales due to price pass-through)			■			■
		Decline in coffee bean yield and quality due to soil degradation	・Increased procurement costs (→Decrease in sales due to cost pass-through)		■			■	
		Decline in coffee bean yield and quality due to water pollution	・Increased procurement costs (→Decrease in sales due to cost pass-through)		■			■	
Transition risks	Reputational	Reputational risk from procuring coffee beans in a way that contributes to deforestation	・Decrease in sales		■		■		
	Regulation Liability	Increased operating costs due to stricter natural environment regulations; fines and penalties due to insufficient compliance	・Increased compliance costs		■		■		
		Increased compliance costs due to legal regulations regarding forest land conversion risks	・Increased compliance costs		■		■		
	Reputational	Reputational risk from procuring coffee produced through methods involving environmental destruction and violation of the rights of indigenous peoples and non-indigenous peoples, as well as child and forced labor	・Decrease in sales	■	■		■		

Furthermore, we estimated the impact of such yield reduction risks on SEJ under two external environmental scenarios: 1) Coffee bean prices rise, but we are able to continue sourcing the quality and quantity we require from our current sourcing regions; and 2) Coffee beans of the quality and quantity we require can no longer be sourced from our current sourcing regions. This is an estimate based on currently available data on climate change, and accuracy of the estimate must be further improved. However, we believe that an estimate of the monetary impact will prove to be useful information in considering countermeasures within the Company.

¥24.5 billion	Estimated decrease in sales in the case where the desired quality and quantity of coffee beans can be sourced despite soaring prices
¥49.7 billion	Estimated decrease in sales in the case where the desired quality and quantity of coffee beans cannot be sourced

As opportunities, we identified increasing consumer brand loyalty through sourcing coffee beans with lower environmental impact, and improving resilience through the implementation of natural disaster countermeasures. We hope to take advantage of these opportunities in the context of countermeasures.

■ List of nature-related opportunities for coffee beans

Category	Opportunities arising from changes in the environment and external environment	Alignment with business strategy		Feasibility	
		Low	High	Low	High
Reputational/ Market	Greater consumer brand loyalty and demand for merchandise arising from sustainable sourcing				
Funds	Procurement of funds from sustainable finance				
Preservation, restoration and regeneration	Improved ecosystem services and ensuring stable and higher yields through biodiversity conservation activities, such as introducing regenerative agriculture and supporting the development of areas around the farmlands				
Sustainable use of natural resources	Reduced compliance costs using third-party certification as well as establishing and enhancing traceability systems based on voluntary standards				
Resource efficiency	Improved resilience and reduced response costs through natural disaster countermeasures				
Market	Development of new markets by proposing and providing alternatives to coffee, which will become increasingly scarce in the future				

●Prepare (prepare for response and reporting)

Based on the risks and opportunities identified in the Assess phase, we determined the direction for measures.

To ensure sustainable sourcing and increase business resilience, we recognize the need to consider direction for measures and prioritize measures based on future scenarios and characteristics of risks in each region. Alongside offering meticulous support to current production areas in addressing challenges they face, we believe it is necessary to take on a long-term approach, such as developing new suppliers, keeping in mind that climate change may turn areas unsuitable for cultivation and make it impossible to continue cultivation there. In addition, we will further strengthen collaboration with stakeholders going forward and advance initiatives that contribute to sustainability of coffee bean sourcing as well as that of the global environment and communities.

■ Direction for measures

Category	Status of efforts	Points under consideration
Supply chain management	Currently underway	・Joint sourcing through cooperation between the Group and business partners, strengthening supply chains
Support for producers and production areas	Currently underway/For future consideration	・Expanding support for solving social issues in production areas, such as improving productivity and providing environmentally friendly equipment, strengthening collaboration with stakeholders ・Support for the introduction of regenerative agriculture ・Landscape Approach through collaboration and cooperation with stakeholders
Cooperation in R&D	For future consideration	・Cooperation in R&D for improving coffee varieties and productivity
Review of supply sources	Currently underway/Under consideration	・Currently underway/Under consideration ・Sourcing from regions with minimal changes in climate suitability ・Developing new sourcing regions
Review of raw materials	For future consideration	・Review of coffee varieties and blends used ・Development and introduction of alternative coffee

For details, please refer to “4.3.2 Analysis of coffee according to the LEAP Approach” (p. 18) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

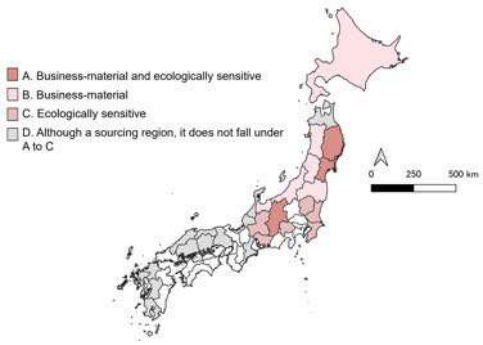
4. Analysis of Rice According to the LEAP Approach

Analysis of rice according to the LEAP Approach

●Locate (locate interface with nature)

We analyzed the rice sourcing regions of SEJ, which has the highest sourcing volume, at the prefectural level and evaluated them based on two axes: ecological sensitivity and business materiality.

■Map of priority analysis sourcing regions for rice



●Evaluate (evaluate dependencies and impacts)

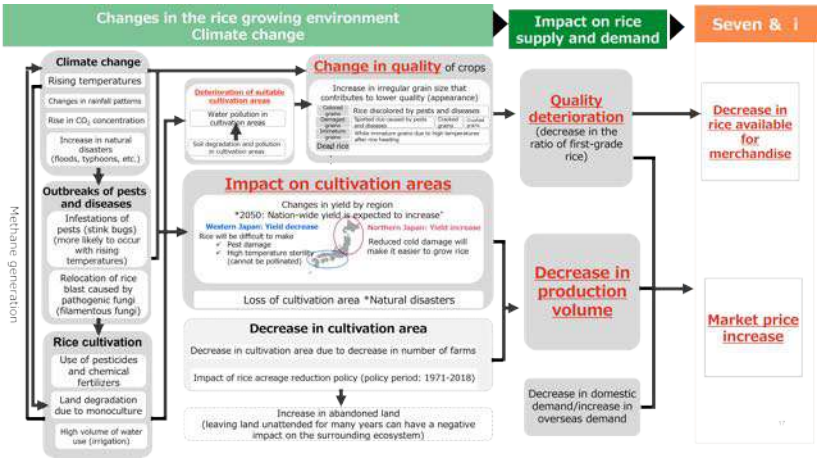
Next, based on the ENCORE score, TNFD's sector-specific guidance (food and agriculture sector, beverages sector), and SBTN's High Impact Commodity List*, we extracted the influencing factors and ecosystem services that should be focused on for rice, and looked for the dependencies and impacts on nature of producing areas on a prefectural basis.

* High Impact Commodity List: A list provided by SBTs for Nature of raw materials that are considered to have significant environmental impacts

●Assess (assess risks and opportunities)

Using dependencies and impacts on nature evaluated in the Evaluate phase and conducting a simple external environmental analysis of rice production, we determined paths leading from dependencies and impacts on nature to risks and opportunities.

■ The external environment surrounding rice



* Source: Ishigooka, Y. "Revision of estimates of climate change impacts on rice yield and quality in Japan by considering the combined effects of temperature and CO2 concentration"

As a result of analyzing the risks and opportunities for rice based on the above, we recognized that rising temperatures and changes in rainfall patterns will lead to a decline in the ratio of first-grade rice, and that outbreaks of pests and diseases will pose a risk of decline in rice quality. Of the risks, we have determined that the most significant risk for rice, from the perspective of sustainability of the Group's business, is the decline in rice quality (ratio of first-grade rice).

■ List of nature-related risks for rice

Risk segment	Category	Risk overview		Level of impact			Likelihood of occurrence		
		Impact of changes in the environment and external environment on procurement	Financial impact	Low	Medium	High	Low	Medium	High
Physical risks	Acute	Decline in yield due to natural disasters (e.g., loss of cultivation areas)	·Increased procurement costs						
		Decline in yield and quality due to a decrease in suitable cultivation areas due to an increase in pests and diseases associated with climate change	·Increased procurement costs						
	Acute Chronic	Decline in the ratio of first-grade rice due to rising temperatures (decline in quality)	·Increased procurement costs						
	Chronic	Decline in rice yield and quality due to soil degradation	·Decrease in sales ·Increased procurement costs						
Transition risks	Reputational	Reputational risk from procuring rice in a way that contributes to environment impact and to biodiversity loss, such as through the use of pesticides and chemical fertilizers	·Decrease in sales						
	Regulation Liability	Cost increase due to higher rice production costs following the imposition of carbon tax on methane emissions from rice fields	·Increased procurement costs						

Also, using future projections for the ratio of first-grade rice as reference, we estimated the financial impact that a decline in the ratio of first-grade rice would have on SEJ, using the upper limit (a large decrease) and lower limit (a small decrease) of the future decline that can be expected in the ratio of first-grade rice. As this estimate focuses only on factors related to quality decline, it does not take into account fluctuations in the volume of rice production volume itself, which is likely to be affected by government policy, or temporary declines in quality due to extreme weather. Thus, accuracy of our estimates will need to be improved, but we now have a quantitative grasp on the importance of risks associated with rice sourcing as material to be used for internal discussion.

¥1.3 billion to 32.2 billion	Increase in procurement costs in supply chains due to a decline in the ratio of first-grade rice

Regarding opportunities, we were able to identify opportunities by collaborating with and supporting producers and through the introduction of new technologies, product development, and other means.

■Nature-related opportunities surrounding rice

Opportunity segment	Category	Opportunities arising from changes in the environment and external environment	Alignment with business strategy		Feasibility	
			Low	High	Low	High
Business opportunities	Market	Product development utilizing by-products and waste materials		■		■
		Utilization of alternative rice		■		■
		Advancing local production for local consumption through local community hubs	■		■	
		Sales with premium prices through agricultural branding		■		■
		Development and improvement of rice blending technology		■		■
		Securing new agricultural workers and retaining resources in the Group. Examples: utilizing abandoned land and solar sharing	■		■	
		Development of unique rice varieties and support for their introduction into farmlands	■		■	
	Sustainable use of natural resources	Finding better storage methods to maintain quality and improve taste	■			■
		In-house rice production (direct farming/agricultural corporation)	■		■	
		Direct contracts with farmers	■			■
		Support and investment for incorporating smart agriculture	■		■	
	Funds	Reducing methane emissions from paddy fields is converted into carbon credits and sell.	■			■
		Financial support for producers		■		
	Preservation, restoration and regeneration	Support for the introduction of regenerative agriculture in production areas		■	■	
	Resource efficiency	Improved resilience and reduced response costs through natural disaster countermeasures	■			■

●Prepare (prepare for response and reporting)

Based on the risks and opportunities identified in the Assess phase, we determined the direction for measures. To ensure a stable supply of rice well into the future, we believe it is important to assist producers incorporate new farming methods and improve rice varieties, which take time for results to show. Further, we view the export and import of rice and various social backgrounds as factors that should be taken into account when considering measures. We will continue holding dialogue with producers and business partners as we proceed in considering measures.

■Direction for measures

Category	Status of efforts	Points under consideration
Supply chain management	Currently underway	・Improving communication with producers ・Joint sourcing through cooperation between the Group and business partners, strengthening supply chains
Support for producers and production areas	Currently underway/Under consideration	・Cooperation with J-Credit Scheme (carbon credit scheme) for greenhouse gas and methane reduction ・Supporting producers' efforts for sustainable agriculture, including heat-tolerant rice cultivation, dry direct seeding, regenerative agriculture, and agricultural solar power generation

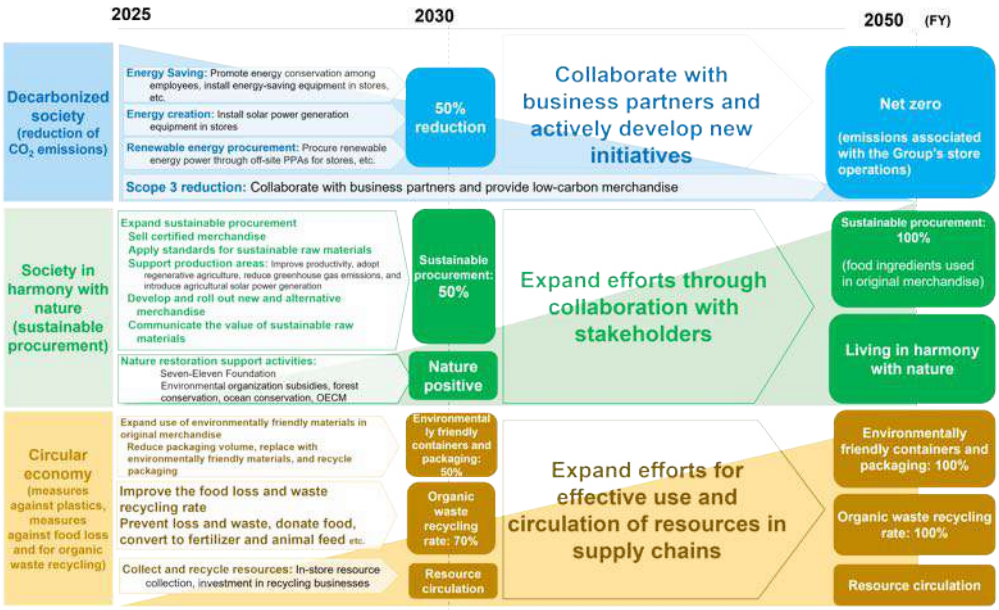
Category	Status of efforts	Points under consideration
Review of supply sources	Currently underway/Under consideration	・Advancing diversification of sourcing regions ・Developing new sourcing regions ・Reviewing procurement contracts and participating in the Group's upstream processes
Review of raw materials	Mid- to long-term considerations	・Changes in rice varieties, advances in rice milling and commercialization methods
Taking advantage of opportunities	Currently under consideration/Mid- to long-term consideration	・Merchandise branding that is linked to support for production areas ・Exporting merchandise made with high-quality rice ・Utilization of waste and by-products

For details, please refer to "4.3.3 Analysis of rice according to the LEAP Approach" (p. 25) in the "CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations." ›

(5) Transition Plans

We are creating a transition plan based on the GREEN CHALLENGE 2050 environmental declaration to facilitate the transition to a decarbonized society, circular economy, and society in harmony with nature. Going forward, we plan to refine this into an effective transition plan by making reference to official guidelines on transition plans that the TNFD plans to release and adopting a comprehensive perspective that considers interrelationships, including mutual trade-ons and trade-offs, among climate change, nature, and resource circulation.

- Transition plan for 2050



For details, please refer to “4.4 Transition plans” (p. 29) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

Climate transition plan: Click here to see our initiatives for climate change countermeasures >

Nature transition plan: Click here to learn more about our sustainable procurement efforts >
For more information about the Seven-Eleven Foundation, click here. (Japanese Only) >

Resource circulation transition plan: Click here for information on food loss and organic waste recycling initiatives >
Click here to learn about our efforts to make effective use of resources >

Click here to learn about our efforts to introduce environmentally friendly containers and packaging >

5. Metrics and Targets

In our GREEN CHALLENGE 2050 environmental declaration, which we established in 2019, we defined goals and visions for 2030 and 2050 in four fields—reduction of CO2 emissions, measures against plastic, measures against food loss and for organic waste recycling, and sustainable procurement—and are now managing progress. Also, among the core global metrics indicated by the TNFD, we are promoting the collection and disclosure of data as metrics, starting with those indicators for which data is available, in consideration of the Group’s dependencies, impacts, risks, and opportunities. Going forward, we will endeavor to collect and disclose data on nature-related metrics, particularly by seeking cooperation from stakeholders in our value chains.

For details, please refer to “6. Metrics and targets” (p. 34) in the “CLIMATE and NATURE Disclosures, Integrated report based on TCFD/TNFD recommendations.” >

Click here for progress on four themes under the GREEN CHALLENGE 2050 environmental declaration >

Click here for environment-related data >

● Core global metrics

Metric number	Driver of nature change	Metric	Details of metric
-	Climate change	GHG emissions	Scope 1 and 2 emissions: Listed under "Environmental Management" on our website Scope 3 emissions: Listed under "Supply Chain Management (Environment)" on our website
C1.0	Land/freshwater/ocean-use change	Total spatial footprint	Total surface area controlled/managed by the organization: Stores: 8,839,388 m^2 (total for Japan and overseas CVS)
C1.1		Extent of change in land use	Total change in land use for store operations: This is regarded as basically non-existent due to the nature of the business, which mainly focuses on opening stores in urban areas. The average yield per unit area of coffee and rice used in the LEAP approach analysis: Coffee: 908 kg/ha (FAOSTAT data) Rice: 537 kg/10a (Ministry of Agriculture, Forestry and Fisheries data)
		Land area where ecosystems have been voluntarily conserved or restored	Since 2006, the Seven-Eleven Foundation has been promoting community-wide environmental conservation through activities such as the creation of Seven Forest and Seven Marine Forest (https://www.7midori.org/midori/)
		Sustainably managed ocean area	The Seven-Eleven Foundation, a general incorporated foundation, has been working since 2018 with Hannan City in Osaka and the Osaka Bay Coastal Environment Creation Research Center, a non-profit organization, on the Hannan Seven Marine Forest project, which protects and conserves eelgrass. The project was certified as a Nationally Certified Sustainably Managed Natural Site and registered as OECM in 2023 (https://www.7midori.org/topic202209/)
C2.0	Pollution/pollution removal	Pollutants released to soil split by type	No release of pollutants into the soil has been confirmed at retail stores in Japan
C2.1		Wastewater discharged	Listed in the Sustainability Data Book under "Management of Water"
C2.2		Waste generation and disposal	Food loss and food waste recycling rate: Listed in the Sustainability Data Book's Progress on Four Themes (FY2023 Results) under GREEN CHALLENGE 2050 Other waste: Listed under "Waste disposal (recycling rate)" in the Sustainability Data Book
C2.3		Plastic pollution	Ratio of environmentally friendly materials used in containers for original products: Listed in the Sustainability Data Book's Progress on Four Themes (FY2023 Results) under GREEN CHALLENGE 2050
C2.4		Non-GHG air pollutants	Due to the nature of our business as a retailer, it is considered that we do not emit any non-GHG air pollutants
C3.0	Resource use/replenishment	Water withdrawal and consumption from areas of water scarcity	Currently under calculation
C3.1		Quantity of high-risk natural commodities sourced from land/ocean/freshwater	Sustainable procurement rate: Listed in the Sustainability Data Book's Progress on Four Themes (FY2023 Results) under GREEN CHALLENGE 2050
C4.0	Invasive alien species and other	Placeholder indicator (measures against invasive alien species)	No estimates have been calculated as detailed standards have not yet been determined
C5.0	State of nature	Placeholder indicator (ecosystem condition)	No estimates have been calculated as detailed standards have not yet been determined
		Placeholder indicator (species extinction risk)	No estimates have been calculated as detailed standards have not yet been determined
C7.0	Risks and opportunities	Value of assets, liabilities, revenues and expenses that are assessed as vulnerable to nature-related transition risks	Impact of carbon tax under a 1.5ºC scenario is estimated with the TCFD scenario analysis
C7.1		Value of assets, liabilities, revenue and expenses that are assessed as vulnerable to nature-related physical risks	Impact of damage from natural disasters and rising raw material prices under a 4ºC scenario is estimated with the TCFD scenario analysis Impact of declining coffee sales and rising procurement costs is estimated with the TNFD analysis
C7.2		Description and value of significant fines/penalties received/litigation action in the year due to negative nature-related impacts.	No significant fines, penalties or litigation action due to nature-related impacts have been confirmed within our domestic operations in FY2024
C7.3		Amount of capital expenditure, financing or investment deployed towards nature-related opportunities, by type of opportunity, with reference to a government or regulator green investment taxonomy or third-party industry or NGO taxonomy, where relevant.	Seven-Eleven Japan provides support to coffee farmers and sourcing countries for SEVEN CAFÉ (https://sustainability.sej.co.jp/action/000496/)
C7.4		Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature with a description of impacts.	Certified merchandise is being offered, but impact calculations and verification have not yet been carried out yet

“GREEN CHALLENGE 2050”
Seven & i Holdings' Environmental Declaration

> “GREEN CHALLENGE 2050”
> Identification of the Four Themes
> Launch of Four Theme-based Innovation Teams
> Progress on Four Themes

“GREEN CHALLENGE 2050” (Approved by the Board of Directors of Seven & i Holdings in May, 2019)

Formulated May 2019
Partially revised December 2020
Partially revised May 2021

The Seven & i Holdings has strived to realize wealthy and convenient lives by responding to various changes in the social environment through the provision of products and services with value. At the same time, various environmental issues and social issues (e.g., external diseconomies) have come to the fore. Solutions to these issues are urgently needed for the sustainable development of society. With awareness of this current situation, our group will further promote a reduction of our environmental footprint across our entire store network and supply chain. All employees in our group are coming together as one to work on preserving the healthy global environment for future generations.

Vision	Theme	Targets for 2030	2050 Vision
Decarbonized society	Reduction of CO2 emissions	Reduce emissions from group store operations by 50% (compared to FY2013).	Reduce emissions from group store operations to net-zero
		Reduce emissions across our entire supply chain (scope 3) in addition to our own emissions (scopes 1 + 2).	
Circular Economy	Measures against plastic	Containers used in our original products (including Seven Premium) to be made 50% with environmentally friendly materials (e.g., biomass, biodegradable and recycled materials and paper).	Containers used in our original products (including Seven Premium) to be made 100% with environmentally friendly materials (e.g., biomass, biodegradable and recycled materials and paper).
		Zero use of plastic-made shopping bags. Shopping bags to be made of sustainable natural materials (e.g., paper).	—
	Measures against food loss and for food recycling	Reduce food waste by 50% at the amount generated by unit (amount generated per million yen in sales) (compared to FY2013).	Reduce food waste by 75% at the amount generated by unit (amount generated per million yen in sales) (compared to FY2013)
		Increase food waste recycling rate to 70%.	Increase food waste recycling rate to 100%.
Society in harmony with nature	Sustainable procurement	50% of the raw food ingredients used in our original products (including Seven Premium) to be those that guarantee sustainability.	100% of the raw food ingredients used in our original products (including Seven Premium) to be those that guarantee sustainability.

*We will review our targets in response to changes in the social environment.

Identification of the Four Themes

Awareness of the Current Situation

We operate diverse distribution service business lines (e.g., convenience stores, supermarkets, department stores and specialty stores). We meet the daily living needs of our customers through these store networks. At the same time, we strive to provide the new value demanded by the times and society. This has allowed us to develop a store network with approx. 87,000 stores in the world. We have been able to grow into a company with approx. 62.7 million customers visiting us a day (as of the end of February 2025). As a result, the products and services we provide are enjoyed by many customers. On the other hand, this now has a considerable effect on the global environment.
As indicated by the Sustainable Development Goals (SDGs), the whole world is seriously seeking sustainable development. Against this backdrop, it is now essential we proactively reduce our environmental footprint so that our group can grow together with our customers and participate in development with society.

Identification of Themes

To that end, we first strived to more specifically express our efforts to reduce our environmental impact. We did this by identifying fields with a particularly high social effect in the environmental impact generated by our business activities. As a result, we recognize that there are four themes with a large social impact that are especially close to our business activities: CO2 emissions generated by the use of the power necessary in our store operations (e.g., lighting, refrigeration and freezing); use of plastic (e.g., various products, shopping bags and packaging materials); food loss arising from the disposal of products; and product procurement with an impact on the environment and society in the raw material, processing and manufacturing processes.

Target Value Setting

We grasped the current situation for each of these themes to respond effectively to these challenges. We then specifically indicated our mission and responsibility in the near future of 2030 and in the next generation society of 2050 by setting targets quantitatively. We consider the stakeholders given in our corporate creed to be a sincere company that is trusted to also include the future generations. With this in mind, we would like to share our environmental goals “GREEN CHALLENGE 2050” with each generation in the future.

All Employees Working Together As One

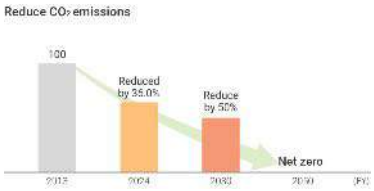
First, all the employees in our group will share the purpose and targets of “GREEN CHALLENGE 2050”. We will then work to achieve this in our daily work. At the same time, it is also essential to respond to social diseconomies arising between companies in the process of distribution to achieve these targets. We will expand our close cooperation structure with our customers, local communities, business partners and all our other stakeholders through serious efforts with our whole group coming together as one. We will then promote innovation toward the creation of a sustainable society.

Launch of Four Theme-based Innovation Teams

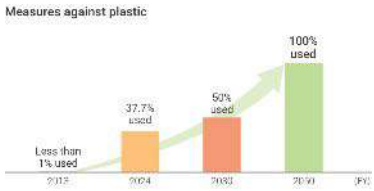
We will work on new innovation under four themes: reduction of CO2 emissions, measures against plastic, measures against food loss and for food recycling, and sustainable procurement. To that end, we will select leaders (executive officers and higher) and sub-leaders from supervisory departments in each operating company to promote cross-group efforts to achieve our targets for 2030 and 2050.

- Efforts for reduction of CO2 emissions
- Measures against plastic usage
- Efforts for effective use of plastics
- Measures against Food Loss / Waste and Measures for Organic Waste Recycling
- Efforts for sustainable procurement

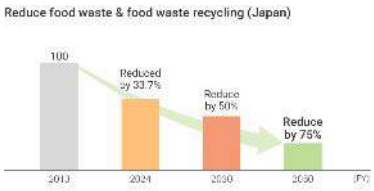
Progress on Four Themes (FY2024 Results)



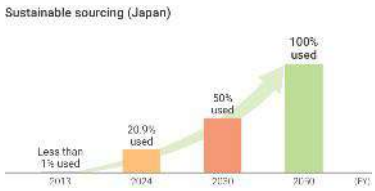
Reduction rate of CO2 emissions from group store operations *1
(compared to FY2013)



Ratio of environmentally friendly materials used in containers for original products *2



Amount of food waste *3



Ratio of sustainable food ingredients used in original products *5



Food waste recycling rate *4

＊1 : Total of 9 companies: Seven-Eleven Japan, 7-Eleven, Inc., Ito-Yokado, York-Benimaru, Shell Gardens, formerly IY Foods, Akachan Honpo, Denny's Japan, THE LOFT
＊2 : Ratio of environmentally friendly materials (biomass, biodegradable, recycled materials, paper, etc.) used in containers for original products (including Seven Premium). Calculated for 7 companies that handle original products (Seven-Eleven Japan, 7-Eleven, Inc., Ito-Yokado, York-Benimaru, Peace Deli, Akachan Honpo, Denny's Japan)
＊3 : Food waste generated per million yen in sales. Calculated for 5 food-related operating companies (Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Shell Garden, Denny's Japan)
＊4 : Calculated for 5 food-related operating companies (Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Shell Garden, Denny's Japan)
＊5 : Ratio of food ingredients used in original products (including Seven Premium) that have been certified as sustainable. Calculated for 5 food-related operating companies (Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Peace Deli, Denny's Japan.) The scope of aggregation has been changed from FY2023.

Compliance

Seven & i Holdings places absolute priority on compliance with laws and regulations and social norms. We also strive to ensure that its corporate governance is functioning soundly and secured by management.

Seven & i Holdings Corporate Action Guidelines

The Seven & i Holdings Corporate Action Guidelines present the behavior that each employee should practice in order to realize the spirit of "trust and sincerity" expressed in the Group's corporate creed. The guidelines call for employees to comply with laws, regulations, and social norms, to uphold laws and regulations such as the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade as well as internal rules, conduct business under appropriate conditions in line with sound trading practices, and not to have any contact with antisocial groups.

Details of the Seven & i Holdings Corporate Action Guidelines can be found here >

Basic Policy

1. Provision of Safe and High-Quality Products and Services
2. Maintenance of Fair and Transparent Transactions
3. Cooperation with Local and International Communities
4. Respect for Human Rights
5. Respect for Diversity and Improvement of Job Satisfaction
6. Preservation of the Assets and Information of the Company
7. Contribution to a Sustainable Society
8. Dialogue with Stakeholders
9. Efforts Regarding Social Issues

Code of Corporate Conduct

1. Compliance (Legal Compliance)
2. Relationships with Customers
3. Relationships with Business Partners
4. Relationships with Shareholders and Investors
5. Relationships with Local and International Communities
6. Relationships between the Company, and Directors, Officers, and Employees
7. Preservation of Global Environment

Compliance System

Seven & i Holdings has a Sustainability Committee, chaired by the President, and four subcommittees - Compliance Subcommittee, the Corporate Ethics and Culture Subcommittee, Supply chain Subcommittee, and the Environment Subcommittee. These subcommittees work together with each Group company to promote the Seven & i Holdings Corporate Action Guidelines and to rigorously enforce compliance.



Internal Whistleblowing System

Seven & i Holdings has set up the Groupwide Employee Helpline, the Business Partner Helpline, and the Audit & Supervisory Board Hotline to prevent conduct that could result in loss of public credibility and to ensure early detection, early remediation, and recurrence prevention. The Groupwide Employee Helpline is for receiving reports from employees of operating companies in Japan, the Audit & Supervisory Board Hotline is for reports related to management, and the Business Partner Helpline is for reports from business partners.

The three internal reporting systems have a consultation desk operated by a third party under a service contract and a non-disclosure agreement to protect the privacy of people consulting or whistleblowing, and ensure that the content of their reports is not disclosed publicly or leaked. The consultation desk accepts reports via email, telephone, or post. (Reports via telephone are only accepted during service hours.)
Once a whistleblowing is received, the company subject to the whistleblowing quickly confirms the facts, corrects any violations that are found, and strives to prevent a recurrence. To create an environment that facilitates reporting, reports can be made anonymously, and our operating regulations stipulate that whistleblowers are not to be subjected to any disadvantageous treatment for having made a report. The person is contacted at the end of the month following notification of completion of the case by the third-party consultation desk to check that they have not suffered retaliation or disadvantageous treatment.
Seven & i Holdings' Sustainability Development Office keeps track of the number and nature of the reports for each Group company, as well as the status of responses, to ensure that the actions taken by the operating companies are appropriate. In the event of a serious violation or other such incident, a report will be provided immediately to the Representative Director, responses will be discussed with the relevant divisions and companies, and the necessary response measures will be taken. In addition, the CSR Department reports on the operational status of the internal reporting system to Seven & i Holdings' Board of Directors.

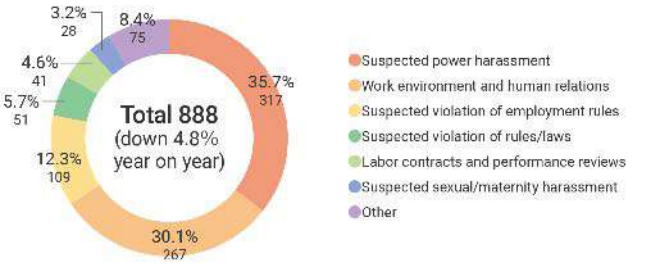
Groupwide Employee Helpline (Internal Whistleblowing System for Employees)

The Groupwide Employee Helpline can be used by Group employees, Directors and Audit & Supervisory Board Members, and retirees and their families. To ensure that all employees are aware of the system and its contact points, it is explained in employee training and on the intranet, and posters are put up in every workplace and store. Additionally, Seven & i Holdings measures and enhances employee awareness of the Groupwide Employee Helpline through the Culture & Engagement Survey held every year.

Procedural Flow for the Groupwide Employee Helpline



Number of reports for the fiscal year ended February 28, 2025



*For the Groupwide Helpline, some operating companies have their own internal reporting consultation desks in addition to third-party consultation desks.
*Operating companies in North America and China have their own internal reporting systems to receive reports and consultations from employees.

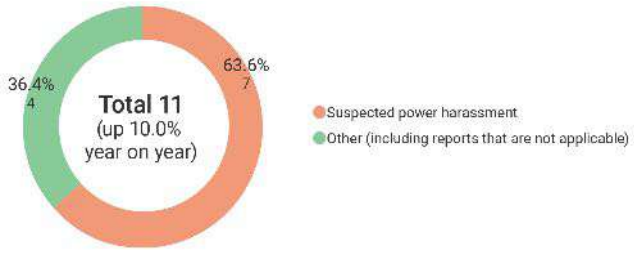
Audit & Supervisory Board Hotline (Internal Whistleblowing System for Matters Related to the Group Executives and the Members of Management)

The Audit & Supervisory Board Hotline has been in operation since February 2019 for the purpose of receiving reports independent of management related to actions that could potentially result in the loss of social trust in which the directors, members of the Audit & Supervisory Board, executive officers, and other members of management for Group companies in Japan are suspected of being involved, and investigating them. When the Company receives a report, it quickly confirms the facts, and the members of the Seven &i Holdings Audit & Supervisory Board work together with the members of operating company Audit & Supervisory Boards to correct any violations that are found and strive to prevent a recurrence.

Procedural Flow for the Audit & Supervisory Boad Hotline



Number of reports for the fiscal year ended February 28, 2025



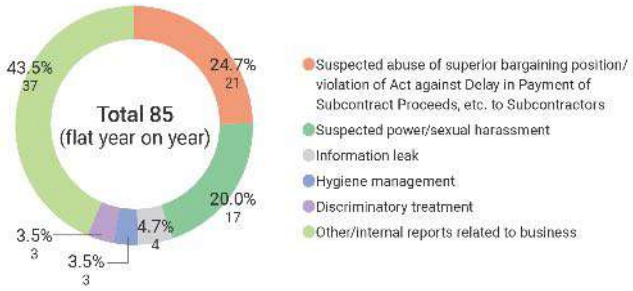
Business Partner Helpline (Internal Whistleblowing System for Subcontractors)

The Business Partner Helpline can be used by Directors and Audit & Supervisory Board Members, employees, and former employees of domestic Group companies' business partners. To ensure that business partners are fully aware of the helpline system and its points of contact, we explain it at briefings for business partners and distribute information in pamphlets.

Procedural Flow for the Business Partner Helpline



Number of reports for the fiscal year ended February 28, 2025



Compliance Education and Training of Employees

Seven & i Holdings and Group companies endeavor to promote and foster understanding of the Seven & i Holdings Corporate Action Guidelines among all employees. To this end they have prepared specific guidance for employees on how to put the guidelines into practice in line with the business characteristics of each company. In addition, when undertaking tier-specific group training for organizational levels ranging from new recruits to management, Seven & i Holdings provides training based on the themes of the Seven & i Holdings Corporate Action Guidelines and compliance.

From the fiscal year ended February 29, 2016, compliance seminars have been held every year for executives, beginning with the presidents of Seven & i Holdings and each Group company. In addition, starting in the fiscal year ended February 28, 2017, training via e-learning (some employees viewed DVDs) has been periodically undertaken for Group employees in Japan. In the fiscal year ended February 28, 2025, 12,361 employees took the training.





Compliance Awareness Survey

Seven & i Holdings prepares questions related to compliance and periodically conducts the Culture & Engagement Survey, an anonymous annual survey designed to gauge the extent of understanding of the Corporate Creed and compliance awareness among employees. The survey includes questions that measure job satisfaction and the degree of acceptance of performance reviews. Groupwide initiatives are implemented to address common issues across the Group that have been identified by the survey results. Along with this, Group companies devise measures to tackle the issues faced by each company and strive to make improvements accordingly. In the fiscal year ended February 29, 2024, interviews were conducted with 20 Group companies to confirm the occurrence, response, and improvement status of compliance incidents.

For more details of the Culture & Engagement Survey ›

Anti-corruption

Seven & i Holdings is a signatory to "the UN Global Compact." Based on the spirit of "Trust and Sincerity" set forth in the Corporate Creed, the Seven & i Holdings is working on anti-corruption, including extortion and bribery, in compliance with the laws and regulations of the regions in which it operates.
The Seven & i Holdings Corporate Action Guidelines states, "We conduct transactions based on appropriate conditions by following sound business practices. No transactions should be made for personal gain or benefit." We prohibit the provision of gifts, entertainment, and financial benefits to public officials or persons equivalent thereto in Japan and overseas. We also prohibit the receipt of private benefits from business partners, and do not engage in any form of corruption or fraud, including bribery, illegal political contributions, money laundering, and embezzlement. As a member of the international community, we pay close attention to countries, regions, organizations, and individuals subject to international economic and trade sanctions. Each Group company has provided specific guidance for implementing the Seven & i Holdings Corporate Action Guidelines in accordance with its business characteristics and educates its employees.
Our group reports any suspected violation of compliance, including corruption, to its superiors, and accepts reports from employees through the Groupwide Employee Helpline, an internal reporting system, and from business partners through the Business Partner Helpline. If a serious violation occurs, we report it to the Board of Directors and take disciplinary action in accordance with internal regulations. The status of compliance with the Corporate Action Guidelines is confirmed in the "Employee Engagement & Culture Survey" which is held every year, and the "Business Partner Questionnaires" which are held every year.
In addition, we ask our suppliers to prevent corruption and conduct fair transactions in the "Seven & i Holdings Business Partner Sustainable Action Guidelines". We disseminate the guidelines at supplier briefings and confirm the progress of the guidelines through self-check sheets. In China and Southeast Asia, where CSR risks are high, we also conduct compliance training for suppliers of outsourced manufacturing of private-brand products.

Seven & i Holdings Corporate Action Guidelines can be found here ›

Seven & i Holdings Business Partner Sustainable Action Guidelines can be found here ›

System for Prevention of Noncompliance Regarding Business Practices

Seven & i Holdings, in its Compliance Subcommittee, is working to prevent violations by sharing information on the latest laws and regulations concerning business practices and measures to address cases of unfair business practices that have occurred at Group companies or other companies in the industry.
If a case of an unfair business practice occurs, or is suspected, the FT Project Committee and the Sustainability Development Office work together to check the facts with the department and business partners concerned. If any issues are found to exist, they are dealt with appropriately according to administrative guidance.

Prevention of Noncompliance at Group Companies

Each Group company has a division to rigorously ensure fair trading practices, such as the FT Committee headed by the company president. These divisions are responsible for training the personnel responsible for procurement as regards the laws and regulations related to contracts, such as the Antimonopoly Act and the Subcontract Act. The status of legal compliance at each Group company is confirmed through a monitoring survey of each Group company conducted by the FT Project Committee.

Prevention of Noncompliance Regarding Business Partners

In the final stage of negotiations with each business partner, to ensure there are no later disagreements between the personnel in charge of purchasing at each company and the representative of the business partner, the matters determined as a result of their discussions are recorded in a standardized format, with each party retaining a copy. Moreover, our group conducts individual employee interviews led by the employee's supervisor once every six months. At the individual interviews of personnel in charge of purchasing, their compliance with fair business practices is evaluated and reflected in their compensation package. From the fiscal year ended February 28, 2017, our Group has conducted questionnaire surveys of business partners to confirm whether the speech and behavior of employees toward business partners follow the Seven & i Holdings Corporate Action Guidelines. In these surveys, business partners reply to questions anonymously. In the fiscal year ended February 28, 2025, a total of 11,804 representatives of business partners responded to questionnaire surveys issued by the Group companies.



Protecting Personal Information and Appropriately Securing the Safety of Information Assets

Seven & i Holdings aims to be a sincere company that is trusted by its stakeholders, and it positions the safeguarding of personal information and the appropriate protection and security of information assets handled by the Group as an important priority and social responsibility of its management and operations and as mandatory for all executives and employees. Our company has established the Personal Information Protection Policy and the Basic Policy on Information Security, and it has made it mandatory for all employees to comply with relevant laws and regulations such as the Act on the Protection of Personal Information and internal rules to ensure appropriate business execution through the protection of personal information and the use of information assets.

Information Security and Personal Information Protection can be found here ›

Personal Information Protection Policy can be found here ›

Basic Policy on Information Security can be found here ›

Tax-Related Policies

The Chief Financial Officer (CFO) of Seven & i Holdings is responsible for tax management. Based on the Seven & i Holdings Global Tax Policy, Seven & i Holdings has a tax strategy that corresponds with its management strategies and carries out uniform company-wide tax management. In addition, we report significant tax-related issues to the Board of Directors.

Seven & i Holdings Global Tax Policy

Seven & i Holdings has a basic policy of establishing high-quality corporate governance systems at the Company and its Group companies, including overseas subsidiaries. The systems are designed to ensure sound, sustainable growth and to uphold public trust. To provide appropriate countermeasures for tax-related risks, including changes in the tax governance environment in Japan and overseas, reputational risk, brand value degradation, and corporate social responsibility, we have a tax strategy that corresponds with our management strategies, and we will carry out uniform company-wide tax management.
In line with the above, Seven & i Holdings has adopted the following global tax policy.

1. Legal Compliance

   Seven & i Holdings and its consolidated subsidiaries always comply with the taxation laws in the countries where they operate. Moreover, they also respect the intention of such laws by paying taxes appropriately as a way of contributing to the economic development of the countries.
   To ensure that our compliance with tax-related laws and our tax management are appropriate, we follow the guidelines for developing internal controls for financial reporting to build and develop internal control systems that ensure appropriate accounting procedures and financial reporting. We also operate these systems appropriately and have inside and Outside Audit & Supervisory Board Members check and assess the effectiveness of the controls.

2. Ensure Transparency

Seven & i Holdings and its consolidated subsidiaries provide timely and appropriate disclosure of management data and tax payment status in accordance with the laws of each country where they have operations.
Moreover, our group does not engage in tax avoidance practices (tax havens), which are excessive tax-saving activities such as transferring value to low-tax countries, and transactions between operating companies are conducted according to the arm's length principle.

3. Relationship with Tax Authorities

Seven & i Holdings and its consolidated subsidiaries strive to ensure transparency and reliability with regard to their tax obligations by responding in good faith to the tax authorities in the countries where they operate and international tax authorities.





Tax-Related Risks

Seven & i Holdings has evaluated the impact of tax obligation risks on future value creation. As a result, we recognize the risk from changes in accounting standards and tax systems, such as transfer pricing taxation as a financial risk, and the risk associated with M&A and business reorganizations as a business risk.

Financial Risks

Our Group could encounter unforeseen introductions of new accounting standards or taxation systems, or changes to existing systems, which could affect its business performance or financial position.

Business Risks

Our Group develops new businesses and reorganizes its Group businesses through M&As, business alliances with other companies, establishment of joint ventures, and so forth. However, if our group's strategic investments do not achieve the initially anticipated effect and cannot meet their targets, its business performance and financial position could be affected.

Tax-Related Reports



Tax payment amount by country or region for the fiscal year ended February 28, 2025 (Millions of yen)

	Japan	US	Canada	China
Revenues from operations	2,761,208	8,346,013	369,067	63,201
Income before income taxes	93,581	184,331*	▲4,025*	▲1,706
Corporation tax	29,035	47,425	1	181
Tax payment	23,076	21,793	120	132

*The amount of income before income taxes in the US and Canada contains amortization of goodwill due to Japanese Generally Accepted Accounting Principles.

Human Rights Initiatives

Message : Pursuit of a Society where Everyone Respects Human Rights

In the spirit of “Trust and Sincerity” as stated in our Corporate Creed, Seven & i Holdings believes that the human rights of all stakeholders including customers, business partners, shareholders, local communities, and employees, are of paramount importance. We respect the human rights of all activities and aim to realize a society where human rights are respected, without tolerating unjust discrimination or harassment based on social status, nationality, race, ethnicity, tenet, religion, age, gender, sexual orientation, gender identity, mental or physical disability, or any other reasons.

In order to understand the human rights of all people and fulfill our responsibility to respect human rights, we established the Seven & i Holdings Human Rights Policy on October 7th, 2021 based on international principles and standards on human rights*. This policy applies to all executives and employees, and we continuously encourage all of our business partners to support this policy and work together to respect human rights.

We establish a human rights due diligence mechanism in accordance with procedures set forth in the UN Guiding Principles on Business and Human Rights, and strive to prevent or mitigate any negative impact on human rights. In promoting this policy and implementing human rights due diligence, we establish a group-wide organization at Seven & i Holdings and promote initiatives to respect human rights under the supervision of its board of directors.

We operate grievance mechanisms appropriately, including an internal reporting system, to prevent human rights violations and to provide access to remedies for those who have been negatively impacted. We will not tolerate or tacitly condone human rights violations by the Group companies or business partners, and if we receive a report or allegation that human rights are not being respected, we will appropriately investigate the matter and take steps to correct it or encourage them to do so.

We continue to report publicly our efforts and activities to respect human rights to all our stakeholders as needed to ensure transparency and act responsibly to achieve a sustainable society where human rights are respected.

May 2025

Junro Ito

Representative Director & Executive Chair

Seven & i Holdings Co., Ltd.

* ・The International Bill of Human Rights　(consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights)

・The ILO Declaration on Fundamental Principles and Rights at Work

・The UN Guiding Principles on Business and Human Rights

・The OECD Guidelines for Multinational Enterprises

・The Ten Principles of the UN Global Compact

・The Children’s Rights and Business Principles

Seven & i Holdings Human Rights Policy

In the spirit of “Trust and Sincerity” as stated in our Corporate Creed*1, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") supported by all stakeholders including customers, business partners, shareholders, local communities, and employees, engages in business activities that contribute to the development of quality in the daily life and society. All our business activities rely on the people and society. To understand the human rights of all people and fulfill our responsibility to respect human rights, we set forth Seven & i Holdings Human Rights Policy in October, 2021.

This policy, along with our Corporate Creed, is the foundation for all business activities of our Group. We also believe that respect for human rights is inseparable from the preservation of the global environment, which should be shared with future generations. Through the implementation of this policy, along with our environmental declaration, “GREEN CHALLENGE 2050,” we work with our stakeholders to create sustainable society where human rights are respected.

*1 Corporate Creed :

We aim to be a sincere company that our customers trust.

We aim to be a sincere company that our business partners, shareholders and local communities trust.

We aim to be a sincere company that our employees trust.

Seven & i Holdings Human Rights Policy >

Promotion Framework

The Human Rights Promotion Project has been established as a cross-Group organisation to promote the Human Rights Policy in the Group, and ongoing efforts are being made to implement it. The project involves the chairpersons of each of the four subcommittees under the Sustainability Committee (the Corporate Ethics and Culture Subcommittee, the Supply Chain Subcommittee, the Compliance Subcommittee, and the Environmental Subcommittee), as well as the Human Rights Education Center. The project promotes human rights due diligence initiatives, including identification of business-specific human rights issues, corrective actions, regular monitoring, and information disclosure. Meetings of the Human Rights Promotion Project develop plans of human rights initiatives and review the progress.

The Corporate Ethics and Culture Subcommittee under the Sustainability Committee regularly shares the progress on efforts related to human rights education. It advances activities aimed at having all employees of Group companies correctly understand and recognize human rights, along with fostering a corporate culture free of discrimination or prejudice. The Supply Chain Subcommittee under the Sustainability Committee requests that suppliers understand our Group's approach to human rights and implement ongoing initiatives. The Compliance Subcommittee promotes the practice of employees' words and actions that respect the human rights of our suppliers. The Environmental Subcommittee promotes procurement activities that respect human rights based on sustainable procurement principles and policies.

In addition, the Human Rights Education Center conducts various awareness-raising and educational activities in cooperation with the human resource departments and CSR promotion departments of each Group company.

These human rights initiatives are reported and shared at the biannual meetings of the Sustainability Committee.

Human Rights Promotion Project Organization Chart



Human Rights Due Diligence

We have a human rights due diligence mechanism in accordance with procedures set forth in the UN Guiding Principles on Business and Human Rights and OECD Due Diligence Guidance for Responsible Business Conduct, and strive to prevent or mitigate any negative impact on human rights.

If it becomes clear that our business activities have caused or contributed to human rights abuse, we will work to correct and remedy the situation. Even if our business activities have not caused nor contributed to human rights abuse but if our products or services have been directly linked to the impacts through business relationships, we will encourage our business partners to correct and remedy the situation.

Human Rights Due Diligence Process

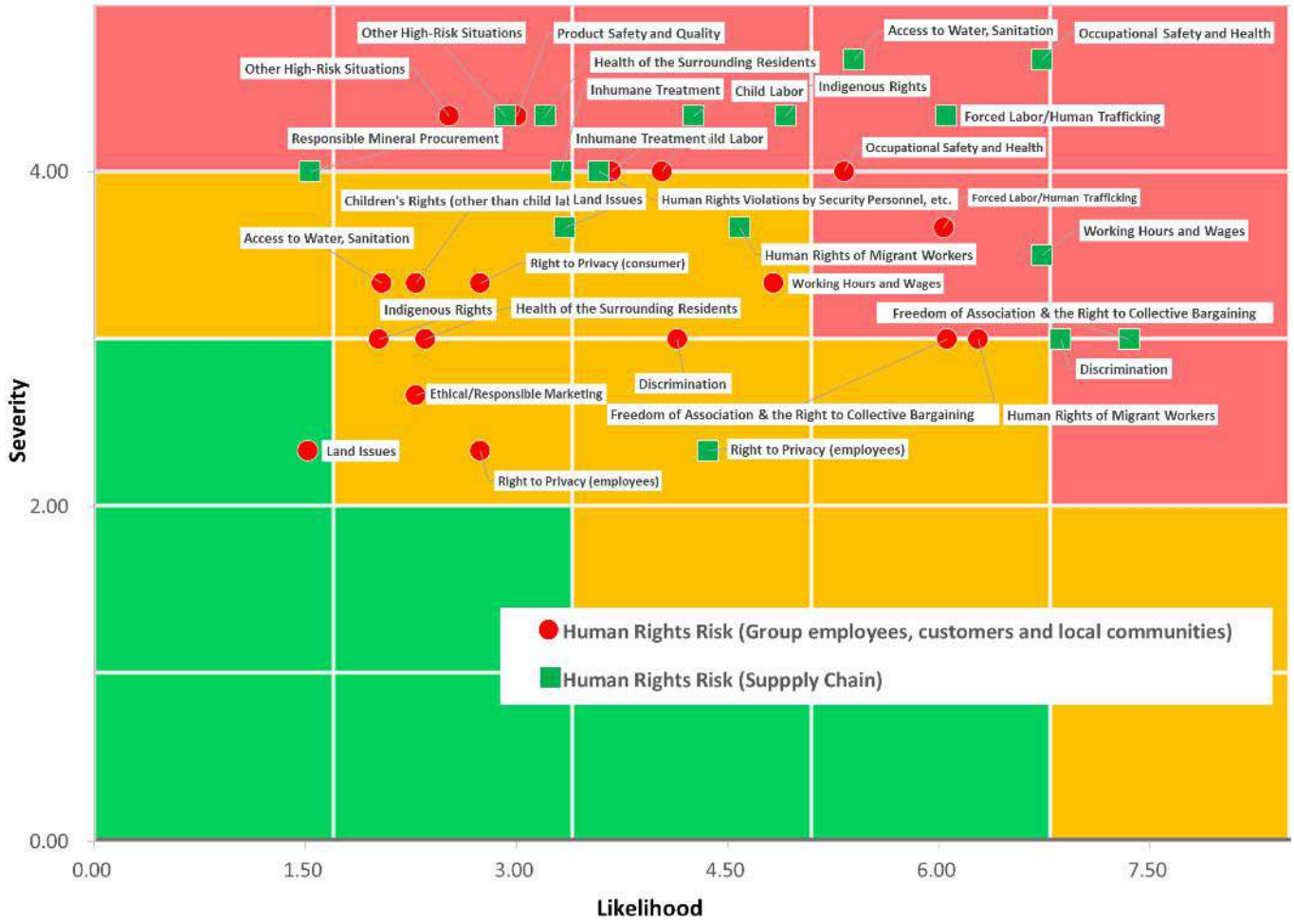


1. Human Rights impact Assessment

We recognize that its business activities may have an impact on human rights. We are committed to identifying the causes of negative impacts on people and society, and to reduce and remedy the negative impacts we identify.

In 2022, we conducted an assessment of the potential negative human rights impacts of our operations and those of our business partners. We conducted interviews and surveys of our own company and supply chain to identify human rights issues. We evaluate human rights risks and mitigate the risks by calculating and mapping the severity and likelihood of occurrence of the identified human rights issues based on human rights risk indicators published by international organizations and others. The identification of such human rights issues is conducted with the support and advice of external experts.

Human Rights Risk Map (human rights issues identified in our corporate activities)



* For each human rights issue, " Possibility of Occurrence" and "Severity" were calculated and mapped.

* In calculating the possibility of the likelihood of human rights issues in each country, we used indicators published by international organizations such as BHRRC and ESG Data Model.

* For severity, scores were calculated based on scale, scope, and irremediability.

More detail of the Human Rights Risk Assessment can be found here >

2. Implementation of Preventive and Corrective measures

We identify human rights issues (and countries/regions) that we will focus on preventing and responding to. For those high-priority human rights issues identified we implement corrective measures within the group as well as education, training, and other activities aimed at prevention. For human rights issues in the supply chain, we continuously engage in dialogue and consultation with relevant stakeholders and disseminate guidelines to improve and enhance our efforts to respect human rights, and take corrective measures when risks become apparent.

Human Rights Awareness and Training

Our Group offers a variety of educational activities and employee training with the aim of creating a corporate culture in which everyone respects the human rights of all customers, business partners, people in local communities, and colleagues, and in which people are aware of all types of discrimination and prejudices and do not discriminate against others or tolerate such behavior.

Since 1987, we have joined the Tokyo Human Rights Awareness Corporate Liaison Committee (name at the time of joining, "Tokyo Corporate Liaison Committee for the Dowa Issue") which comprises of 120 companies (as of July 2025), mainly companies headquartered in Tokyo. Through participation in the monthly conferences, we are working to further enhance human rights education and our awareness-raising system while mutually studying with member companies. Additionally, we support *the Basic Guidelines for the Acceptance of Foreign Nationals* established by the Japan Federation of Consumer Organizations.

Further information about the activities of the Tokyo Human Rights Awareness Corporate Liaison Committee can be found here (Japanese) >

Provide Education and Training to Employees

Our Group companies provides awareness training to employees, including managers and part-time employees, on a variety of human rights issues such as basic approaches to human rights and harassment prevention.

From the end of the fiscal year ended February 29, 2024, through the start of the fiscal year ended February 28, 2025, we conducted e-learning on human rights for all employees to raise awareness of respect for human rights within all stakeholders. In addition, Seven & i Holdings is working to promote employee understanding through the utilization of our human rights awareness handbook "Human Rights for Everyone—Let's Start by Learning" and "Normalization Support Guide" to further support the education of Group companies.

* Human rights e-learning implemented in FY2023-2024: 22 companies, approx. 40,000 participants

For example, Ito-Yokado conducts level-specific human rights awareness training when employees join the company or are assigned to a new store or local store, with training content matching job responsibilities. Employees come to recognize that human rights issues are easily happened in everyday life, and the training includes specific examples such as power harassment and sexual harassment as well as new developments and issues so that employees can apply what they learn to their daily activities. Additionally, we are implementing e-learning to promote employee understanding in response to the obligation to provide reasonable accommodations under the Act for Eliminating Discrimination against Persons with Disabilities, which became effective on April 1, 2024.

* Human rights awareness training conducted in FY2024: 12 companies, approx. 600 participants
* Harassment e-learning implemented in FY2024: 15 companies, approx. 23,000 participants

Seven & i Holdings also conducts compliance training for suppliers and product development and procurement personnel of the Group companies to reduce and mitigate human rights risks in the supply chain. In the fiscal year ended February 28, 2025, we conducted online compliance training for suppliers and employees both internally and externally, with approximately 4,700 participants from 396 companies attending the compliance training for suppliers.

Further information about compliance training for suppliers can be found here >

Further information about compliance training for the personnel in charge of product development and purchasing can be found here >

Improvement of Workplace Environment and Systems

We have organized various working environments and implemented systems to reduce human rights risks within our group. We are proactively implementing initiatives for normalization, improvement of occupational health and safety, and diversity in order to create a pleasant and rewarding work environment for our employees.

Human Rights Slogan Contest

To create a corporate culture in which each employee's human rights are respected in accordance with the Corporate Action Guidelines, each year our Group solicits human rights slogans from all employees, including part-time employees, and their family members. In the process of coming up with human rights slogans, opportunities are created for employees to think about human rights, which raises their awareness of human rights issues. The most excellent slogans selected from among those submitted are announced to the employees through the Group's internal newsletter and on the intranet website, and are awarded prizes. The contest was held for the 34th time in the fiscal year ended February 28, 2025, and 9,283 slogans were received, marking yet another year with a large number of submissions. The slogans emphasized reconsidering the importance of human rights, touching on everything from personal feelings in one's daily life to musings from a broader perspective.

Awareness-Raising Activities for Supply Chain

Our Group places the highest priority on respecting and protecting human rights, and we ask our suppliers to understand and implement the Seven & i Holdings Business Partner Sustainability Action Guidelines. We hold briefing sessions on the Seven & i Holdings Business Partner Sustainable Action Guidelines and CSR audits in China and South East Asia, where CSR risks are considered to be high, only through live and on-demand distribution. In the fiscal year ended February 28, 2025, 642 participants from 396 companies took part in the live broadcast.

The Seven & i Holdings Business Partner Sustainable Action Guidelines can be found here >

3. Monitoring

In order to identify negative human rights impacts of our corporate activities and to promote continuous improvement, we conduct monitoring both within the Group and the supply chain, as well as collect internal and external information.

Engagement & Culture Surveys

Our Group conducts an engagement & culture survey targeting employees of the Seven & i Holdings as well as Group companies. The survey includes questions asking people if they respect diversity or have seen or heard about problematic employee behavior in the workplace, and checks whether the human rights are respected in line with the Corporate Action Guidelines. The survey conducted in the fiscal year ended February 28, 2025, targeted approximately 59,000 employees working at 26 Group companies in Japan.

More details of the Engagement & Culture Survey can be found here >

Assessment of Suppliers by Self-Check Sheet

To ensure that suppliers understand the Seven & i Holdings Business Partner Action Guidelines, our Group administers a self-check sheet for suppliers that explains all of the specific requirements for compliance. The self-check sheet contains 61 questions, including human rights-related questions. For example, the questions ask whether or not factory employees have access to consulting desks and whether or not the company requests that its own suppliers comply with the Seven & i Holdings Business Partner Action Guidelines. Responses are entered into a database, and the data are used in the process for determining whether to continue doing business with the suppliers.

Further information about the self-check sheet for suppliers can be found here >

CSR Audits of Suppliers' Manufacturing Factories

In addition, our Group conducts CSR audits of end manufacturing factories of the suppliers who produce Seven Premium, group's private brand products, as well as Ito-Yokado's overseas direct import suppliers. The audits ascertain their level of compliance with the Seven & i Holdings Business Partner Sustainability Action Guidelines.

A third-party organization conducts the audits in line with Seven & i Holdings' original audit, which covers topics such as human rights and the work environment (16 categories and 117 check items). This was prepared by making reference to sources such as the ISO 26000 standard, the Japanese Business Federation's Charter of Corporate Behavior, and the OECD Guidelines for Multinational Enterprises. In the fiscal year ended February 28, 2025, CSR audits were conducted at 826 factories in Japan and other 13 countries.

Further details about CSR audits of suppliers can be found here >

Questionnaire Survey for Suppliers

From the fiscal year ended February 28, 2017, our Group has conducted questionnaire surveys of suppliers to confirm whether the speech and behavior of employees toward suppliers follow the Seven & i Holdings Corporate Action Guidelines. In these surveys, suppliers reply to questions anonymously. In the fiscal year ended February 28, 2025, a total of 11,804 representatives of suppliers responded to questionnaire surveys issued by the Group companies.

More details of questionnaire survey for suppliers can be found here >

4. Disclosure of Information to our stakeholders

We regularly disclose our commitment to respect for human rights through our website, management reports, and other means of communication.

Further information about Seven & i Management Report (Integrated Report) can be found here >

Grievance Mechanism and Remedies

Seven & i Holdings has established the Groupwide Employee Helpline as an internal whistleblowing system for employees of our operating companies in Japan, their families, and retirees, to prevent conduct that could result in loss of public credibility and to ensure early detection, early remediation, and recurrence prevention. This is also a system that can be used in the event of human rights issues.

In addition, we have established a "Business Partner Helpline," as an internal whistleblowing system for consultation and reporting by directors, employees, and former employees of suppliers of domestic group companies. The helpline is operated by a third party with whom we have concluded an outsourcing agreement and a confidentiality agreement, thus the privacy of the person making the report or consultation is strictly protected. Upon receiving a report or consultation, we will confirm the facts and resolve the issue, if necessary, after obtaining the consent of the person consulting. In addition, the operation rules of the reporting desk stipulate that no disadvantageous treatment will be given to the person consulting or to those who cooperate in confirming the facts.

The Audit & Supervisory Board Hotline has been in operation since February 2019 for the purpose of receiving reports independent of management related to actions that could potentially result in the loss of social trust in which the directors, members of the Audit & Supervisory Board, executive officers, and other members of management for Group companies in Japan are suspected of being involved, and investigating them. When the Company receives a report, it quickly confirms the facts, and the members of the Seven &i Holdings Audit & Supervisory Board work together with the members of operating company Audit & Supervisory Boards to correct any violations that are found and strive to prevent a recurrence.

Further information about the Groupwide Helpline can be found here ›

Further information about the Business Partner Helpline can be found here ›

Further information about the Audit & Supervisory Board Member Hotline can be found here ›

Human Rights Risk Assessment

Human Rights Risk Assessment Objectives

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") respect the human rights of all people and engages in business activities that contribute to the development of society together with all stakeholders based on the spirit of "trust and integrity" set forth in our corporate motto. In order to respect the human rights of all people in our value chain, we established the "Human Rights Policy" in 2021 and are working to respect the human rights of all people through our core business activities. We support the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO International Labor Standards, the UN Guiding Principles on Business and Human Rights, and ISO 26000, and are a signatory to the UN Global Compact. We recognize that our business activities may impact human rights, and we are committed to establishing a system of human rights due diligence in accordance with procedures based on the UN Guiding Principles on Business and Human Rights, to resolve human rights issues, and to help realize a sustainable society. In resolving human rights issues, we have identified the human rights challenges of key stakeholders related to the Group's business activities.

› More details of the Seven & i Holdings Human Rights Policy can be found here

› More details of the Seven & i Holdings Human Rights Initiatives can be found here

Human Rights Risk Assessment Process

Step 1: Organize stakeholders in the value chain and human rights issues
While taking into account the Group's value chain and business activities, we identified human rights risks and organized human rights issues based on interviews with each of the Group's operating companies and the results of CSR audits.

Step 2: Human rights risk assessment within the Group and its supply chain
Human rights risk assessments were conducted for the businesses of major group companies (14 businesses) and business partners (122 businesses).

Step 3: Creating a Human Rights Risk Map
Based on the human rights risk assessment, a severity score and a likelihood of occurrence score were calculated for each human rights issue and mapped to each.

Step 4: Information Disclosure
The process and results of Steps 1-3 were made publicly available on the website.

■ External Review and Evaluation Criteria
Throughout the entire process, we exchanged views and obtained advice from experts in the field of human rights. In identifying and assessing negative impacts, we utilized the Business and Human Rights Resource Centre (BHRRC) database and conducted research on internationally identified human rights issues in the industry.

Forced labor: Walk Free Foundation, The Global Slavery Index
Child labor: Global Child Forum & UNICEF, Children's Right and Business Atlas
Discrimination: (1) World Economic Forum, The Global Gender Gap Report
(2) Minority Rights Group International, Peoples Under Threat
Freedom of association and the right to collective bargaining: International Trade Union Confederation, The Global Rights Index

Method for Calculating Score of Severity and Likelihood

A list of human rights issues related to the Group's major businesses was compiled and each human rights issue was mapped on an axis of severity and likelihood of occurrence.

■ Severity

As described below, a severity score was calculated for each human rights issue by examining and scoring three factors: (1) size, (2) scope, and (3) difficulty in remedying the issue.

- Process 1:

  1.Scale: severity of negative impacts that may occur -Possibility of multiple fatalities or injuries per accident if risk materializes

  2.Scope: Number of people who may be negatively affected (or percentage of target stakeholders who may be affected) -The potential impact on employees, customers, local residents, and civil society if the risk materializes, and the number and percentage of such employees, customers, local residents, and civil society if the risk materializes.

  3.difficulty of remedy: constraints in restoring the negatively affected person to the pre-affected state or to a state equivalent to the pre-affected state - if the risk has materialized, whether it is difficult to recover in time or whether monetary remedy is available.

- Process 2:

  The three elements are rated on a 5-point scale from Very Low to Very High for each human rights issue.

- Process 3:

  The average score of the factors was used as the severity score for each human rights issue.

■Likelihood

The likelihood of occurrence was calculated for each human rights issue as follows

- Process 1: Potential human rights challenges in each country Scope of countries:

  ・ Countries where the company and its group companies are based and where 7-Eleven stores under license agreements are located (21 countries) Research the likelihood of each human rights issue occurring in each country based on the following information

  ・ Human rights risk indicators by country published by international organizations, etc.

  ・ For human rights issues not covered by the above indicators, the number of incidents of human rights violations by country for each human rights issue, as published by the Business and Human Rights Resource Center (BHHRC).

  ・ The likelihood of occurrence is converted into a score on a scale of 0 to 10 (0 being low risk and 10 being high risk).

  ＊Examples of References:

  Forced Labor / Human Trafficking: Global Slavery Index 2018

  Child Labor: Children's Rights in the Workplace Index

  Freedom of Association and the Right of Collective Bargaining: The ITUC Global Rights Index

- Process 2: Country-specific weighting

  ・The number of issues that are likely to occur in each country is further adjusted to our company's actual situation.

  ・ Weighting adjustments were made to achieve values

  ・ Weighting is based on total number of employees Scores are calculated by weighting the 10 scores by the above weights.

- Process 3: Fine-tuning for each human rights issue

  ・Adjustment of the potential/apparent occurrence of each human rights issue in the Group, based on business characteristics and interview results.

- Process 4: Calculation of likelihood score

  ・Sum the country-specific likelihood scores for each human rights issue, which have been adjusted for weight in Process 2, and the likelihood scores for each human rights issue in the supply chain, which have been organized in Process 3 to calculate the country-specific likelihood score.

Step 1: Organize Stakeholders in the Value Chain and Human Rights Issues

The following human rights issues are plotted on the risk map by stakeholder.

Employees	Customers	Local Community
Forced Labor/Human Trafficking	Ethical	Health of the Surrounding Residents
Child Labor	Responsible Marketing	Land Issues
Discrimination	Children's Rights (other than child labor)	Large-scale Resettlement
Inhumane Treatment	Right to Privacy	Access to Water, Sanitation
Freedom of Association and the Right to Collective Bargaining	Product Safety and Quality	Indigenous Rights
Working Hours		Human Rights Violations by Security Personnel, etc.
Wages		Responsible Mineral Procurement
Occupational Safety and Health		Situations other than the above
Immigrant Worker		
Treatment of Foreign Workers		
Right to Privacy		

Step 2: Human Rights Risk Assessment within the Group and its Supply Chain

The severity and likelihood scores calculated for the company and its supply chain are organized as shown in the figure below.

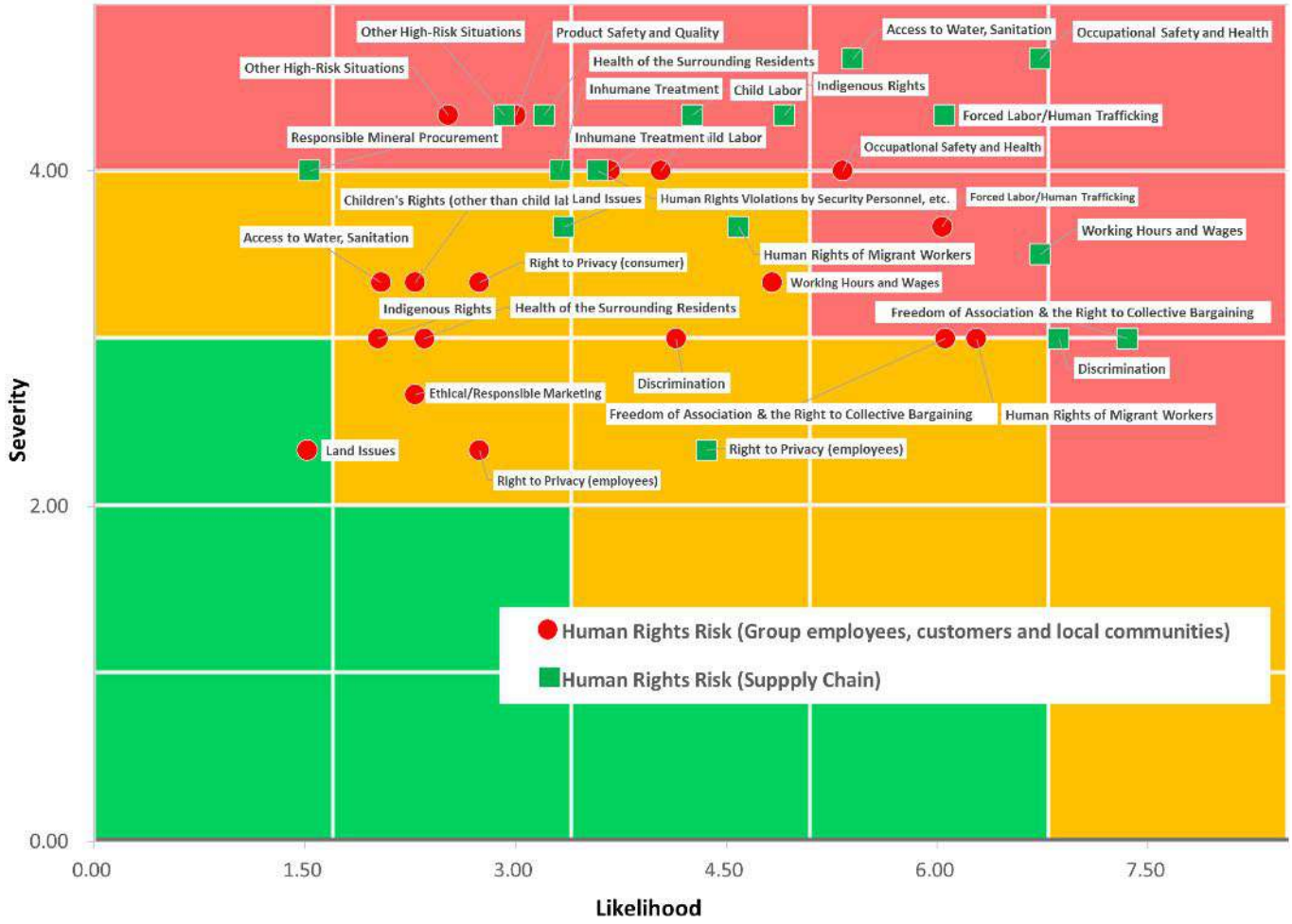
	Human Rights Issue	Severity ※1		Likelihood ※2	
		7&i Group	Supply Chain	7&i Group	Supply Chain
Employees	Forced Labor/Human Trafficking	3.67	4.33	6.04	6.05
	Child Labor	4.00	4.33	4.04	4.26
	Discrimination	3.00	3.00	4.14	6.87
	Inhumane Treatment	4.00	4.00	3.67	3.32
	Freedom of Association & the Right to Collective Bargaining	3.00	3.00	6.06	7.35
	Working Hours and Wages	3.33	3.50	4.83	6.73
	Occupational Safety and Health	4.00	4.67	5.33	6.73
	Human Rights of Migrant Workers	3.00	3.67	6.28	4.59
	Right to Privacy (employees)	2.33	2.33	2.74	4.36
Customers	Ethical/Responsible Marketing	2.67		2.29	
	Children's Rights (other than child labor)	3.33		2.29	
	Right to Privacy (consumer)	3.33		2.74	
	Product Safety and Quality	4.33		3.00	
Local Community	Health of the Surrounding Residents	3.00	4.33	2.35	3.21
	Land Issues	2.33	3.67	1.52	3.34
	Access to Water, Sanitation	3.33	4.67	2.04	5.40
	Indigenous Rights	3.00	4.33	2.02	4.91
	Human Rights Violations by Security Personnel, etc.		4.00		3.59
	Responsible Mineral Procurement		4.00		1.54
	Other High-Risk Situations	4.33	4.33	2.52	2.92

*1 The severity is converted into a score on a scale of 0 to 5 (0 being low risk and 5 being high risk)

*2 The likelihood is converted into a score on a scale of 0 to 10 (0 being low risk and 10 being high risk)

Step 3: Creating a Human Rights Risk Map

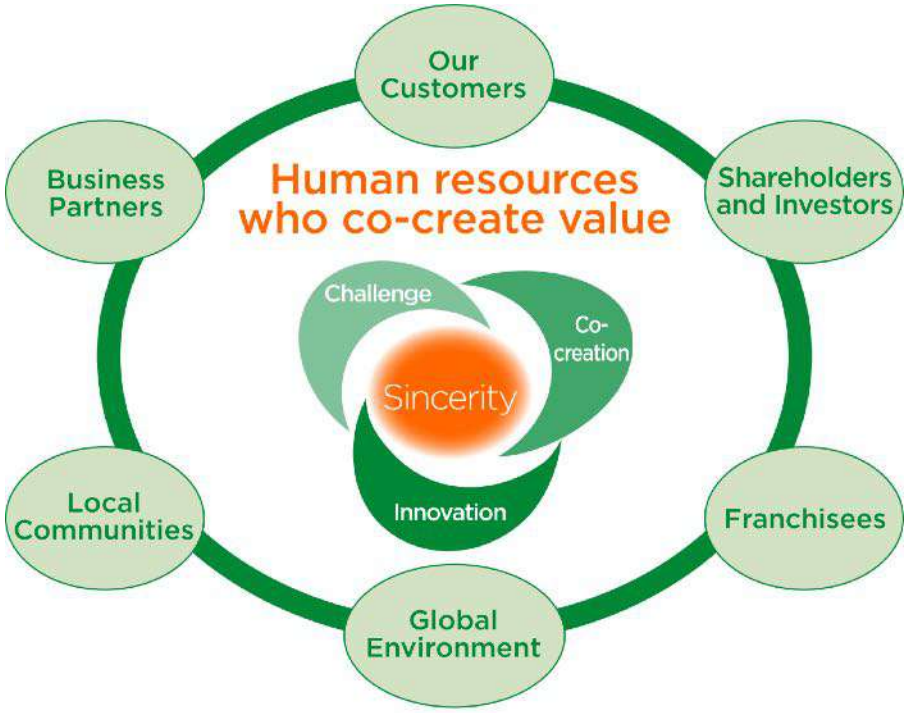
Each human rights issue was mapped for the company and its supply chain, with severity on the vertical axis and likelihood of occurrence on the horizontal axis.
For identified high-risk human rights issues, specific measures to reduce risk will be considered and implemented.



Human Capital Initiatives

Promoting Human Resource Measures for Further Global Growth

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), guided by the spirit of trust and sincerity as stated in our corporate creed, have consistently viewed the ever-changing needs of society and our customers as new opportunities for growth. By continuously taking on challenges together with our stakeholders, including business partners and franchise owners, we have fostered innovation. Whether it is in store development, merchandise development, new service provision, or the logistics and systems that support these efforts, we have embraced numerous transformations. The key to this has been our talent—individuals who confront change head-on and are committed to exceeding customer expectations. The belief that such driven talent is the source of the Group's growth remains steadfast. As we move forward in a highly uncertain world, it is vital that we further focus on the growth of our talent, which will be essential for the Group's evolution into a world-class retail group.
In the Group, talent development has fundamentally centered around acquiring the basics of business through practical experience in stores, including sales and manufacturing. We believe that by encouraging each employee to independently form a hypothesis and verify the results in stores, they gain invaluable learning experiences, which in turn foster a sense of fulfillment in their work. This approach also helps in providing new, value-added experiences that exceed customer expectations. Additionally, we have made significant efforts to enhance various systems and training programs that foster the growth of employees and franchisees, along with supporting self-development initiatives.
Moving forward, it is crucial to further promote initiatives that help employees feel a sense of personal growth and accelerate the creation of a work environment where every employee, regardless of age, gender, gender identity, or nationality, can feel secure and comfortable working. We have been focused on fostering a workplace culture where diverse employees can experience both job satisfaction and ease of working, while also improving employee engagement and promoting diversity, equity, and inclusion (DEI). Aligned with the Group's growth strategy, we will further accelerate the development of systems that cultivate talent capable of thriving on a global scale.
Within the Group, we define our talent as individuals who embody the spirit of our corporate creed while working together with stakeholders to provide new experience and value from the customer's point of view, thereby contributing to local communities both in Japan and overseas. In other words, they are human resources who co-create value. As a Group, we will actively promote human resource measures to develop these individuals so they can excel in all workplaces, including at stores in Japan and overseas.



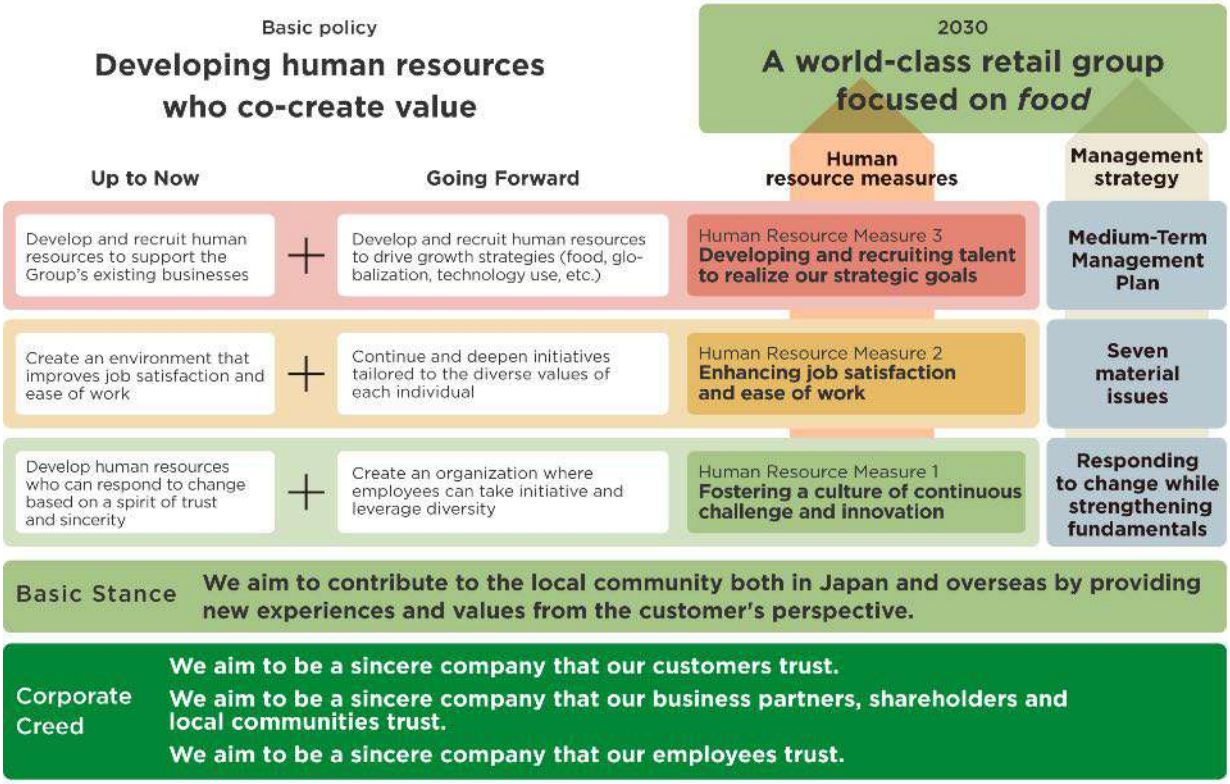
Human Resource Measures Linked to the Business Strategy

Direction of Human Resource Measures

In line with our future growth strategy, we have organized the key priorities for our human resource measures and decided to focus on three main areas: fostering a culture of continuous challenge and innovation, enhancing job satisfaction and ease of work, and developing and recruiting talent to realize our strategic goals. In particular, when it comes to developing and recruiting talent to realize our strategic goals, we will work with a sense of urgency to leverage the strengths of the Group for global business growth.

Basic Approach to Human Resource Measures

Since our founding, the Group has nurtured talent that co-creates new value through continuous challenge and innovation, rooted in the spirit of trust and sincerity. We believe this approach to talent development remains fundamental.
In addition, in an era of rapid and unpredictable change, it is more important than ever for each employee to take initiative and continue challenging themselves to meet customer needs. At the same time, companies must create an organizational structure that supports this effort. Therefore, while maintaining the founding spirit, we will foster a culture of boldly embracing change in order to strengthen and develop the core talent that drives the Group's growth (Human Resource Measure 1).
Next, we aim to create an environment where employees can fully exercise their autonomy and feel a sense of fulfillment and ease in their work. Achieving our growth strategy requires the active participation of diverse employees, which in turn necessitates tailored support and the expansion of systems that accommodate individual values and work-life balance (Human Resource Measure 2).
Furthermore, the growth of our Group has been supported by numerous employees who co-create value with our stakeholders. To become a world-class retail group, it is essential to foster a shift in employee mindset and promote the integration of talent with specialized knowledge and experience. As we expand globally, we will strengthen the development and recruitment of the talent that will lead the Group forward (Human Resource Measure 3).



Effect Measurement Mechanism

Key Metrics and Major Initiatives for Human Resource Progress

To continuously promote human resource measures and make the outcomes visible, we have established indicators to measure the degree of progress for each measure. Additionally, we have broken down the key elements necessary for advancing each measure into achievement factors and organized the major initiatives for each factor while formulating plans for 2030. Moving forward, we will set specific goals for each initiative and regularly monitor progress to ensure they are carried out effectively.

Human resource measures	KGI	Achievement factors	Initiatives
Human Resource Measure 1 **Fostering a culture of continuous challenge and innovation**	Culture score from the Culture & Engagement Survey	• Instilling and implementing a culture of continuous challenge and innovation • Strengthening a culture of challenge through the active participation of diverse human resources	• Instilling values through philosophy training, on-site practice, and follow-up • Expanding opportunities for diverse human resources
Human Resource Measure 2 **Enhancing job satisfaction and ease of work**	Engagement score from the Culture & Engagement Survey	• Understanding and penetration of management strategy • Supporting self-growth and contributing to stakeholders • Supporting employees' independent career development • Creating an environment that allows for diverse work styles • Improving employee health	• Dialogue with management • Establishing a training system • Career development support • Health management • Personnel system and support to increase options
Human Resource Measure 3 **Developing and recruiting talent to realize our strategic goals**	Fulfillment of talent portfolio in key areas	• Formation and management of talent portfolio • Recruitment and training to fulfill talent portfolio	• Defining human resource requirements and skills • Follow-up after external recruitment to ensure diversity of knowledge and experience • Developing global human resources

Initiatives for Human Capital

› Culture & Engagement Survey

› Diversity, Equity, and Inclusion (DEI)

› Support for Enhancing the Abilities of Employees

› Achieving Work-Life Balance

› Consideration for Employee Health and Occupational Safety and Health

› Assuring Fair Assessment and Treatment of Employees

› Sound Labor-Management Relations

› Response to Customer Harassment

Information Security and Personal Information Protection

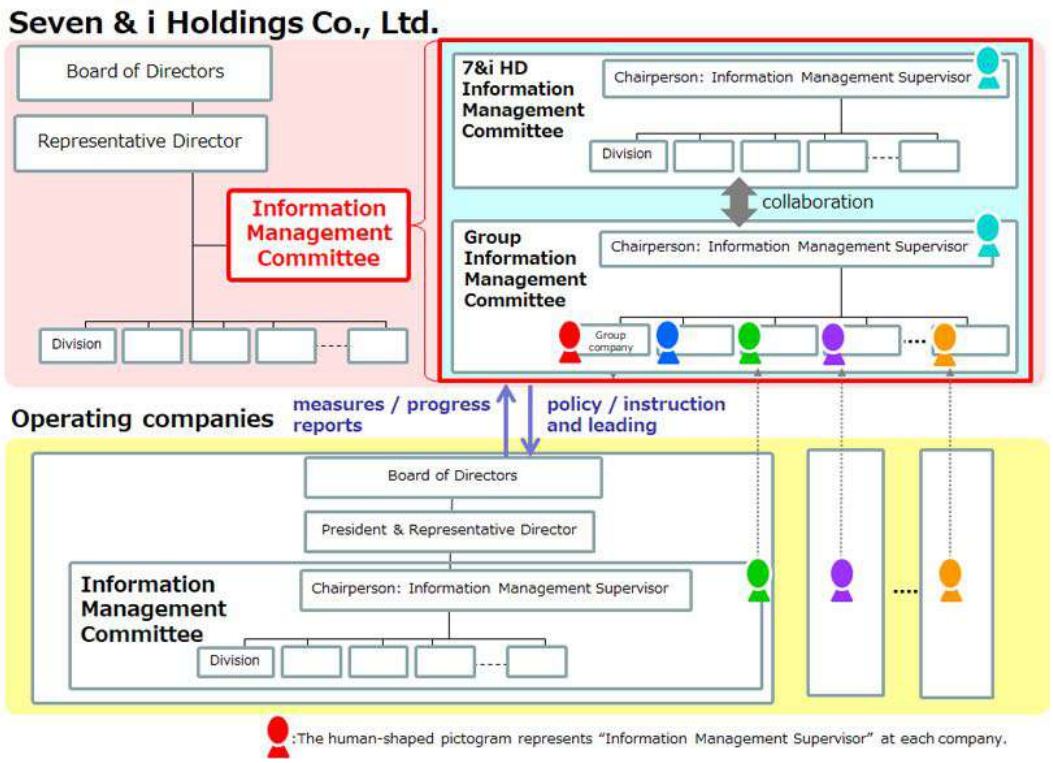
Seven & i Holdings and its consolidated subsidiaries (hereinafter "our group") recognize that it is an important management and business issue to protect customer information and other information assets held by our group from various threats, including unauthorized access and cyber-attacks, and to ensure the information security of the entire Group.
Our group has established policies to ensure that all stakeholders involved in business operations, including executives, all employees, and contractors, handle and use information assets appropriately and correctly. Our group has built an information security management system and a personal information protection system, and aim to instill these practices through education and training for all executives and employees. Additionally, we have established a management system that responds to social demands, compliance, and changes in the information security environment, striving for the proper management and protection of personal and corporate information, and are committed to continuous improvement.

> More details about our Basic Policy on Information Security can be found here

> More details about our Personal Information Policy can be found here

Development of Information Security Management System

Seven & i Holdings develops policies, related regulations, and guidelines concerning information security and personal information protection, and disseminates them to Group companies. Additionally, it supports Group companies in building an Information Security Management System (ISMS), training security personnel, and establishing monitoring systems, thereby striving to strengthen overall information management.
Our group Information Management Committee of Seven & i Holdings, which oversees our group, collaborates with the information management committees of each company to plan, promote, and manage information security measures. We establish a management system that responds to environmental changes and are committed to continuous improvement. Furthermore, we ensure thorough technical security measures through specialized subcommittees under our jurisdiction, promoting enhanced safety.
Risks related to information security and the status of these activities are regularly reported to the Board of Directors, where we receive advice and instructions.



Compliance with International Standards

Seven & i Holdings has established information security rules and regulations with reference to international certification standards related to information security such as ISO 27001, and so on.
Our group has established and are operating an information security management system (ISMS) based on these rules to control information security risks such as leakage, falsification, and service suspension of information assets. Through continuous improvement of this management system, we strive to maintain the confidentiality, integrity, and availability of our information assets. In addition, major locations and related departments of our operating companies that deal with customers' personal information have been assessed and certified by a third-party organization for their ISMS organizational structure, and we are in the process of expanding the scope of certification.

【ISO27001 Certified Major Companies】
・Seven & i Holdings Co., Ltd.
・Seven-Eleven Japan Co., Ltd.
・Ito-Yokado Co., Ltd.
・Seven Financial Service Co., Ltd.
・Akachan Honpo Co., Ltd.
・THE LOFT Co., Ltd.
・Denny's Japan Co., Ltd.
・SpireX Co., Ltd.
・Maison Culture Network Co., Ltd.

Accident and Emergency Response Related to Information Security

Seven & i Holdings has established a reporting line among Group companies through the "Material Fact Reporting Guidelines," and has built a system to ensure the reliable communication of information and minimize damage and impact. In the unlikely event of an incident or suspicious event related to information security, we will strive to report it appropriately and without delay to the victim and all related parties in accordance with our reporting obligations under laws and regulations.
In the event of a serious incident, we promptly report it to the President and Chief Executive Officer and the Chief Information Management Officer.

Training to Raise Awareness of All Executives and Employees

Seven & i Holdings believes that to ensure the appropriate handling of personal information and confidential information in daily work, it is necessary for every executive and employee to understand the importance of information security, to raise their awareness of information security, and, on top of that, to have the knowledge required for accurate judgement and conduct.
Seven & i Holdings provides education several times a year about the latest trends in information security and personal information protection, management systems, and general information security measures for directors, managers, and general employees. These educational materials are also being rolled out to all Group companies as part of our efforts to ensure that all executives and employees of our group can acquire the same level of knowledge, and so that they are equipped with the ability to think and act on their own initiative.
In particular, the threat of cyberattacks by means of targeted email attacks is increasing day by day, meaning that regular training simulating responses to actual attacks is essential. Seven & i Holdings sends multiple patterns of mock email to all executives and employees of our group and strengthen their ability to respond through actual experience of how to discern suspicious email and how to respond should such email be received.

Initiatives to Ensure Security for IT Services

IT services without appropriate security measures are at an increased risk of cyberattacks. In particular, a service that holds large amounts of personal data has the potential to lead to increased damage in the case that information leaks occur.
Seven & i Holdings conducts security reviews prior to system releases to ensure prescribed levels of security quality are maintained for the information system.
In addition, vulnerability assessments are conducted while making use of external expertise before system releases or to coincide with modifications. These are performed under a mechanism to check for the presence of serious vulnerabilities with the potential to become the source of cyberattacks, with corrections implemented in advance of the release if vulnerabilities are found.

Strengthening of Cybersecurity Countermeasures

Seven & i Holdings has positioned cyberattacks, which are becoming more advanced and more sophisticated by the day, as a serious risk in management and is endeavoring to strengthen cybersecurity countermeasures, including the building of a multitiered defense network to guard against illegal hacking into networks, conduct proper access control, etc.; the establishment of a setup capable of responding to threats; the education and training of human resources; and collaboration with outside professional bodies.

Establishment of Special Organization and Outside Collaboration

As a special organization responsible for cybersecurity, we have set up the 7&i Computer Security Incident Response Team (7&i CSIRT), and have put systems in place designed to minimize impacts from security incidents by analyzing their causes and formulating responses in cooperation with the incident response contact points at Group companies.
We also collaborate with such outside organizations as the Japan Computer Emergency Response Team Coordination Center (JPCERT/CC) and the Nippon CSIRT Association, sharing information with them on cyberattacks, countermeasure trends, and related topics in order to be able to respond speedily to issues such as cyberattacks.
We implement education and training for incident response contact points at Group companies premised on a cybersecurity incident or accident at least twice per year, and are endeavoring to improve the capacity to respond to accidents for all Group companies, which includes reflecting the areas for improvement identified in accident response manuals.
We additionally aim to have in-house organizational mechanisms in place for the detection of issues such as cyberattacks and unauthorized logins and are creating systems to ensure efficient cybersecurity countermeasures are implemented at our group.

Seven & i Holdings Material Issues

Seven & i Holdings has conducted dialogue with various stakeholders and in 2014 determined material issues that should be addressed so that the entire Group can respond to the expectations and demands of stakeholders. Over the seven years since the Group identified the material issues, social issues related to our business activities and society's demands have become more diverse. To address these issues appropriately, the Group has revised those material issues in March 2022 through dialogue with various stakeholders. (Approved by the Board of Directors of Seven & i Holdings on March 30, 2022). We introduce the revision process here.

Purpose of Material Issues Revision

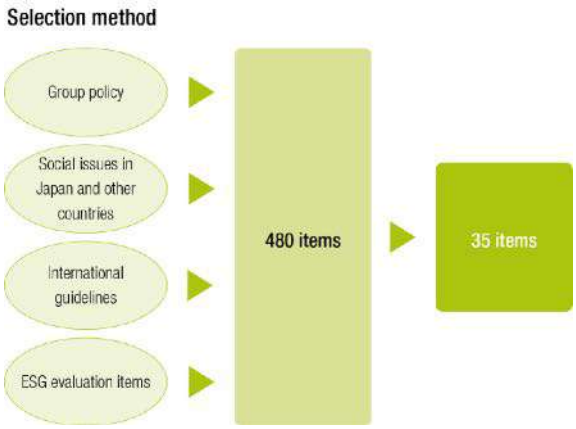
- Concentrate on material issues that the Group should address in particular, and respond appropriately as the scope of its business expands and related social issues and social demands become more diverse.
- Maximize group synergy by clearly defining the direction for the creation of social and economic value for the entire group.
- Promote sustainability management and information disclosure in line with global standards.

Steps for Revising Material Issues (for the revision in March 2022)

STEP 1

Selection of social issues

As part of our review of material issues, we selected social issues to be considered. In addition to summarizing and consolidating the social issues in the previous identification of material issues, we added related items including the SDGs, the Global Risks Report, the SASB Standards and other international frameworks, issues raised in U.S.-Japan governmental and other discussions, the consideration of the external environment in the Medium-Term Management Plan, and evaluation items used by ESG rating agencies.



STEP 2

Survey of more than 5,000 stakeholders

After selecting 35 items from the possible 480 social issues, we carried out a survey of stakeholders on the issues the Group should address. The survey was expanded from the time the material issues were initially identified in 2014 to cover nine companies*, including the overseas operating companies and SEVEN-ELEVEN JAPAN franchise store owners. More than 5,000 surveys were completed and returned, and these included more than 1,000 comments.

* Seven & i Holdings, Seven-Eleven Japan, 7-Eleven, Inc., Ito-Yokado, York-Benimaru, York, Sogo & Seibu, Denny's Japan, Seven Bank,

Stakeholders	Scope
Customers	Customers of operating companies
Business partners	Operating companies' business partners
Shareholders and investors	Shareholders, investors, and sell-side securities analysts covering Seven & i Holdings
Franchisees	SEVEN-ELEVEN JAPAN franchise store owners
Employees	Employees of Seven & i Holdings and operating companies

STEP 3

Dialogue with experts

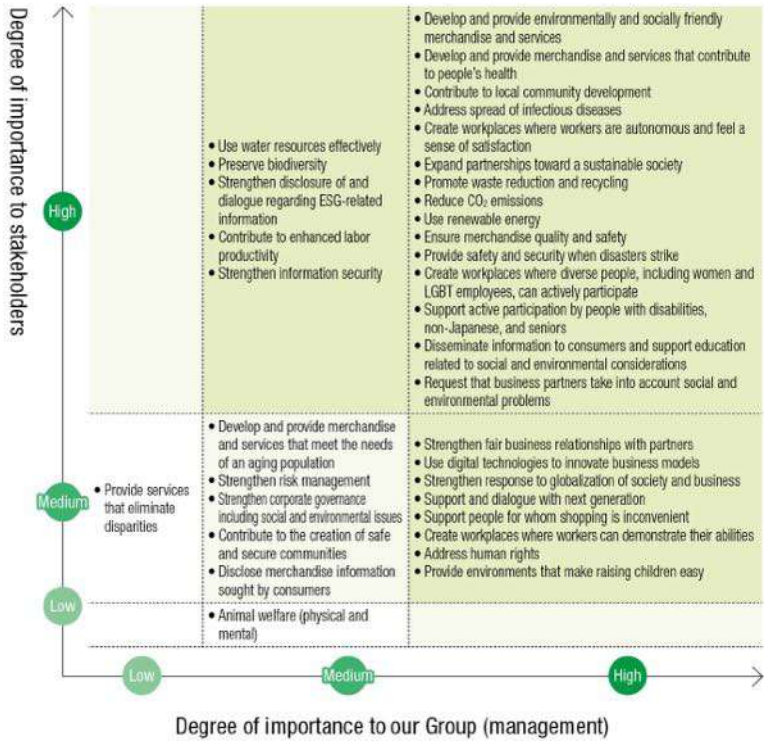
The Group’s three flagship operating companies (Seven-Eleven JAPAN, Ito-Yokado, and Sogo & Seibu) and Seven & i Holdings engaged in dialogue with knowledgeable experts as representatives of stakeholders. From the survey results, we identified their unreserved opinions about the Group's role in society and the social issues that the Group should address. (The photo shows the dialogue at Seven & i Holdings: positions as of the end of December 2023)



STEP 4

Identification of new material issues, taking into account opinions of stakeholders and the Group management

Using the stakeholder survey results, we created a matrix for each of the nine companies, using the degree of importance to stakeholders as the vertical axis and the degree of importance to the companies as the horizontal axis. We then consolidated these into a Group matrix and identified seven material issues, taking into account the survey comments, dialogues with experts, and interviews with management of other operating companies. We have adopted the new material issues using wording that makes it easy to understand their correlation with concrete initiatives, so that Group employees can pursue them “on their own.”



STEP 5

Risks and opportunities related to material issues

As we identified the material issues, we also consolidated the related risks and opportunities based on opinions including the survey of stakeholders and dialogue with experts. In addition to creating new initiatives to address the material issues, we are striving to reduce risks with the aims of achieving a sustainable society and sustainable corporate growth.

STEP 6

Incorporation into action plans

To place the newly identified material issues as a basis of management and ensure their effectiveness, the Group is formulating concrete initiatives to address the material issues through each operating company's business. Using a process similar to that of the SDG Compass*, we are integrating the new material issues into management by formulating action plans to achieve our targets and working to realize those issues through our businesses.

*SDG Compass: A guide for how companies can work toward achieving the SDGs prepared jointly by the Global Reporting Initiative, the United Nations Global Compact, and the World Business Council for Sustainable Development

Seven & i Holdings Material Issues



Material Issue 1 >

Create a livable society with local communities through various customer touchpoints



Material Issue 2 >

Provide safe, reliable, and healthier merchandise and services



Material Issue 3 >

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



Material Issue 4 >

Achieve a society in which diverse people can actively participate



Material Issue 5 >

Improve work engagement and environment for people working in Group businesses



Material Issue 6 >

Create an ethical society through dialogue and collaboration with customers



Material Issue 7 >

Achieve a sustainable society through partnerships

Material Issue 1 Create a livable society with local communities through various customer touchpoints

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") operates approximately 87,000 stores nationwide and has other diverse touchpoints with customers, including home delivery and outside sales. We believe it is important to leverage the strengths of the Group to provide a livable society together with local communities and neighborhoods through all customer touchpoints, including our stores. Resolving issues such as aging and shrinking populations is an important social role that we are constantly called upon to play, as well as a business opportunity in the form of new customer needs. We continue to make efforts to be close to each and every one of our customers as their most familiar company.

Background to the Material Issue

Aging Population, Depopulation Leading to the Hollowing Out of Living Bases, and Changes in Shopping and Other Services Due to the Advancement of the Digital Society

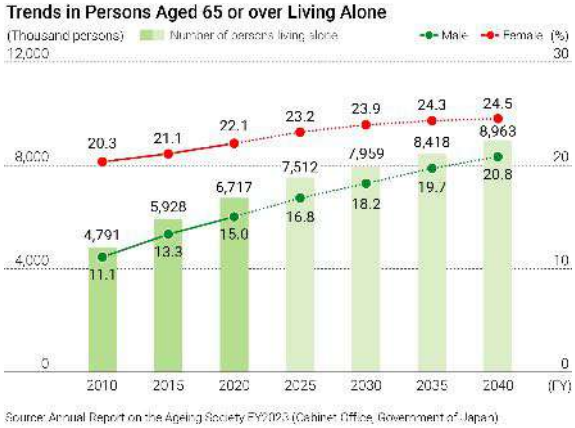
In Japan, where aging and depopulation are progressing, it is estimated that the total population will fall below 100 million by 2056 and further drop below 90 million by 2067, with the population aged 100 and over reaching 500,000[*1].

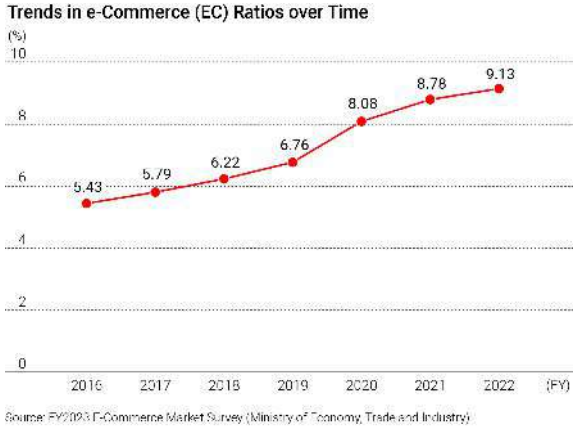
Additionally, the number of elderly people living alone is increasing year by year. In 2010, the proportion of those aged 65 and over living alone was 11.1% for men and 20.3% for women, but it is predicted to increase to 20.8% for men and 24.5% for women by 2040[*2]. Furthermore, the hollowing out of living bases due to depopulation is becoming a significant social issue in Japan. The number of elderly single-person households who find it inconvenient to shop due to the lack of stores selling fresh food within walking distance is also increasing year by year.

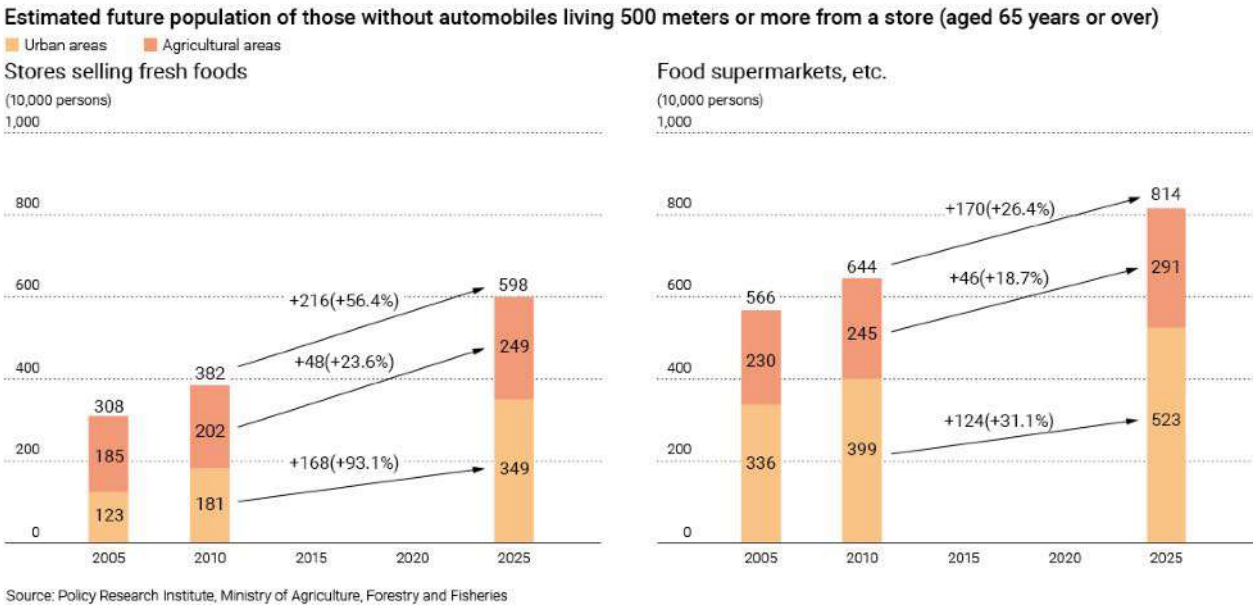
On the other hand, with the spread of digital devices and the improvement of communication environments, customers' shopping habits and the services they require, such as ordering methods, payment methods, and delivery methods, are also changing.

*1 Source: "Population Projections for Japan (2023)," National Institute of Population and Social Security Research

*2 Source: "Annual Report on the Aging Society: 2023" Cabinet Office







Source: Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries

Contribution to SDGs

By addressing this material issue, our Group aims to create a more livable society by developing easily accessible stores and addressing various regional challenges such as aging and depopulation. This effort contributes to the achievement of Sustainable Development Goals (SDGs) 9 and 11.





Seven & i Holdings' Initiatives

Shopping Support >

Reducing Housework >

Providing Services to a Wide Range of Customers >

Implementing Crime Prevention Measures for Local Communities >

Shopping Support

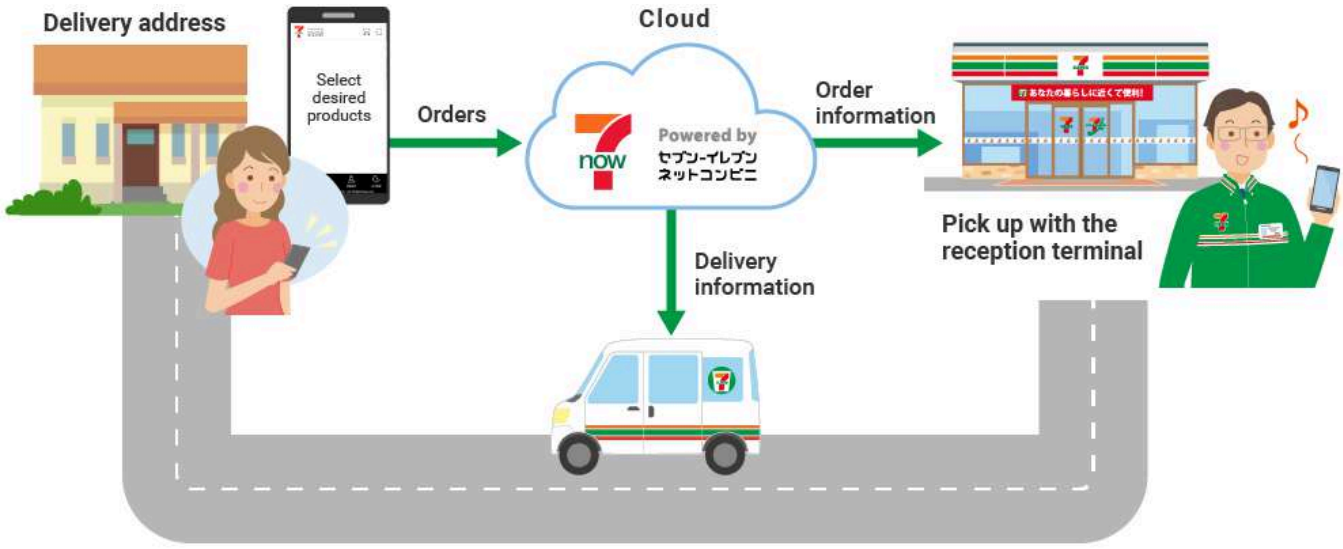
Seven & i Holdings is working to support people who feel inconvenience when shopping by utilizing the infrastructure it has developed, such as store networks and logistics and information systems, to create new services for shopping support.

Store Product Delivery Service

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") provides a service in which products ordered online or by telephone are delivered to specified locations as well as in-store sales to help local residents do their everyday shopping more comfortably.

"7NOW"

Seven-Eleven Japan offers "7NOW," a service that aims to realize "anytime," "right now," and "anywhere." When customers place an order from their smartphones, they can choose from approximately 3,000 items available in-store, and have their desired products delivered to a specified location in as little as 20 minutes. Testing for the service began in some areas from 2017, with full-scale implementation commencing in 2022, and deployment throughout Japan completed in February 2025.



7NOW system

Additionally, in May 2025, we commenced outdoor delivery demonstration tests for “7NOW” using autonomous robots in the Minamiosawa area of Hachioji City, Tokyo, in collaboration with LOMBY Inc. and Suzuki Motor Corporation. These tests are intended to explore the possibility of deliveries using autonomous robots as one solution for areas and situations in which shopping is problematic, with a background of various social issues, including declining birthrates and an aging population, as well as future shortfalls of delivery personnel.



Usage flow

Quick Commerce with OniGO

Ito-Yokado has partnered with "OniGO," a delivery-only supermarket, to assist customers who find it inconvenient to go shopping due to distance and time constraints. In March 2022, it launched a service at the Comfort Market Nishimagome store, delivering products ordered online directly to customers' homes. In February 2025, we launched a new service, “Ito-Yokado Online Supermarket by ONIGO,” and are currently expanding the number of stores offering this service.

Number of stores partnering with 'OniGO'

End of February 2022	End of February 2023	End of February 2024	End of February 2025
0 stores	4 stores	67 stores	93 stores

Mobile Store Service

In recent years, as the birthrate falls, society ages, and nuclear families become more prevalent, retail stores and elsewhere that sell such things as fresh food have decreased, and this has led to a growing number of people who feel that everyday shopping is inconvenient. Our Group has launched a mobile store service in order to solve these kinds of social issues.

Seven Anshin Delivery

Seven-Eleven Japan operates its Seven Anshin Delivery mobile store service. Moving mainly through areas that are inconvenient for everyday shopping or have a large number of seniors who find it difficult to use transportation, these uniquely developed light trucks equipped with store facilities carry about 350 items that include food and household goods and range from frozen products to those at room temperature. Plans call for this service to be expanded further in the future to fulfill the needs of customers.

Number of Seven Anshin Delivery Vehicles in Operation

End of February 2022	End of February 2023	End of February 2024	End of February 2025
109 vehicles	117 vehicles	125 vehicles	145 vehicles

* Implemented in 41 prefectures

Ito-Yokado Tokushimaru

In collaboration with TOKUSHIMARU inc., Ito-Yokado started operating vehicle No. 1 of the mobile store named Ito-Yokado Tokushimaru from the Minami Osawa store in April 2020. Ito-Yokado is supporting customers who feel inconvenience by shopping through its mobile supermarket initiative, in which about 400 products totaling 1,200 items are loaded into mobile store vehicles and sold near the residences of customers. Additionally, Ito-Yokado has partnered with local communities and has signed "watch-over agreements" with a total of 21 municipalities and 3 organizations, promoting watch-over activities through its operations.

Number of "Ito-Yokado Tokushimaru" vehicles in operation

End of February 2022	End of February 2023	End of February 2024	End of February 2025
75 vehicles	103 vehicles	104 vehicles	61 vehicles



Seven Anshin Delivery



Ito-Yokado Tokushimaru

Store Pick-Up Service

Seven-Eleven Pick-Up Service is a service in which products ordered online can be picked up at the 7-Eleven store of your choice. Whether it is near your residence or workplace, at a business trip destination or elsewhere, late at night or early morning, pick-ups can be made whenever you like at 7-Eleven stores nationwide (some stores do not provide this service).
In addition, with the expansion of the electronic commerce market and other factors, there is an increasing trend in the volume of parcel deliveries, and at the same time, labor shortage in the transport industry is growing more severe. Allowing ordered products to be picked up at nearby 7-Eleven stores also contributes to the reduction of redeliveries and the CO2 emitted through these deliveries.

Reducing Housework

In order to respond to customer demand for saving shopping time and reducing the hassle of housework, Seven & i Holdings is developing and selling cooked meal products for those who feel it a burden to prepare meals. These products are based on the concept of individual servings, small portions, and easy-to-preparing.

Developing Products and Services that Make Meal Preparation Easy

Ito-Yokado sells the Chef's RECIPE series, which can be easily prepared using a frying pan or microwave, at the fresh meat and fish sales sections. The selection for cooking with a frying pan* offers meat and fish that have been cut and seasoned. These meals can be easily cooked with a frying pan in a short time. Customers can also cook them in considering nutritional balance, such as frying them with different vegetables of one's preference.
Additionally, we offer EASE UP, a line of frozen foods that allow customers to enjoy individual-sized authentic main meals just by popping them in the microwave. Furthermore, we launched the YORK DELI brand in June 2024, in our delicatessen section. With the concept of "deliciousness you'll want to experience every day," this brand features pre-cooked dishes meticulously crafted with a focus on ingredients, flavor, and packaging.

※The menu changes according to the seasons.



EASE UP "Kalbi Gukbap"

Providing Services to a Wide Range of Customers

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") is expanding services and supporting shopping to enable easy use by all customers, including senior citizens, people with disabilities, and foreign residents whose numbers are increasing yearly.



Training Dementia Supporters

Our Group supports the creation, localities where it has opened stores, of neighborhoods where residents who suffer from cognitive impairment and their families can live with security. To this end, each Group company holds training courses for “dementia supporters” and encourages its employees to attend the training courses.

Number of Dementia Supporter Training Course Takers (Entire group)

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (Taget)
Cumulative participants	38,383	41,284	55,986	57,907	59,195	60,000

* Cumulative total of 18 Group companies

In March 2022, Ito-Yokado was the only retailer to announce the “Declaration of Dementia Barrier-free by the Japan Public-Private Council on Dementia” indicating policies and guidelines for promoting dementia barrier-free. The purpose of this declaration is to provide a store environment where persons with dementia and their families can use products and services with peace of mind when they visit our stores, and to foster momentum for a dementia barrier-free society by promoting joint initiatives with corporations and organizations. In addition, in the declaration for dementia barrier-free, Ito-Yokado has set the goal of increasing the percentage of “dementia supporters” among all employees to 100% by FY2025.
We will continue to strengthen our efforts to develop “dementia supporters.”

Ito-Yokado Dementia Supporters

	End of February 2023	End of February 2024	End of February 2025
Number of Dementia Supporters	14,571	18,152	19,327
Ratio of total employees	55.9%	58.9%	67.9%



Dementia supporter training

Meetings for People with Early-Stage Dementia

Denny's Japan has been pouring its energies into training dementia supporters. In July 2019, dementia supporters were posted to nearly all Denny's locations, where they have been engaged primarily in providing help to customers who suffer from cognitive impairments and their families.

Against this backdrop, around spring 2020, following consultation from Tokyo's Chiyoda City about the possibility of holding "Meetings for People with Early-Stage Dementia"* at one of our locations, we held the first such meeting at the Denny's Nibancho restaurant in the city in September 2020. Having the meeting in the at-home atmosphere of a family restaurant while being able to enjoy Denny's desserts and other offerings allowed for the lively exchange of ideas and the meeting has won great reviews. Since then, Seven & i has been working in parallel to expand the number of locations where these meetings are held, such as by cooperating with the cities of Shinagawa, Ota, Edogawa, and Toshima in Tokyo, Sakai City in Osaka Prefecture, the cities of Tsurugashima, Kawaguchi, and Fujimino in Saitama Prefecture, as well as the cities of Chiba and Ichihara in Chiba Prefecture and Seto City in Aichi Prefecture, to hold meetings at Denny's locations opening in those respective localities.Seven & i Food Systems will continue to expand the areas in which these Meetings for People with Early-Stage Dementia are held and contribute to those local communities.

Seven & i Food Systems will continue to expand the areas in which these Dementia Meetings by People with Early Dementia are held and contribute to those local communities.

*Meetings for People with Early-Stage Dementia: These meetings are an initiative being undertaken by many local governments. By providing the opportunity for information exchange to people who have been diagnosed with a cognitive impairment as well as those with concerns about impairments, they serve as a venue for helping to convey their thoughts and for studying what services are needed and community development based on a range of viewpoints.



Marketing Products that Support Senior Lifestyles

According to the Statistics Bureau, Ministry of Internal Affairs and Communications, as of September 15, 2024, the share of the total population of persons aged 65 years old and over (elderly ratio) was estimated 36.25 million, accounting for 29.3% percent of Japan's population. In addition, it is forecast that this percentage will reach 36.3% by 2045. In this context, our Group is promoting the development and retail of products, and proposing lifestyle solutions, aimed at the elderly.

Development of "Anshin Support Shop"

Ito-Yokado is developing the Anshin Support Shop, which carries an extensive selection of apparel, daily essentials, and foods, including products that support the health and lifestyles of seniors and care products. In addition to explanations of products features by sales staff with specialized knowledge on caring including counselors specialized in welfare equipment, these staff are also able to deal with consultations regarding nursing care and welfare issues in general.
Ito-Yokado is also working to develop products in response to customer opinions and comments. Products such as the "Petite Size Pajamas" with specifications tailored to the height of the elderly, and the "Triangular-fit Walking Stick" which prevents finger pain with its triangular grip customized to fit the palm and its original-design curved arm, have been well-received by customers. Furthermore, Ito-Yokado was selected for the Ministry of Economy, Trade and Industry's Orange Innovation Project* in 2024 and is working to develop products with individuals with dementia.

* This project develops products and services together with people living with dementia with the aim of creating a society that supports co-existence where people can maintain their own lifestyles even after developing dementia.
› For more details about Anshin Support Shop (in Japanese)

Anshin Support Shop

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Number of Stores	96	91	86	70
Number of Sales Staff with Specialized Knowledge in Caregiving	approx. 250	approx. 250	approx. 230	157

Financial Services for Foreign Customers

The financial services that Seven Bank provides incorporate multilingual guidance in a variety of setting to make more accessible to foreign customers.
For example, customers with foreign nationality can apply to open a Seven Bank account using the account opening service provided by Seven Bank ATMs. This enables foreign residents in Japan to conveniently access financial services, such as receiving payment of salary, making various types of funds transfers, and depositing and withdrawing cash.
When customers with Seven Bank accounts make deposits or withdrawals or use its overseas remittance service, they are supported by ATM screens that handle nine languages. Furthermore, when they make inquiries about their Seven Bank account, it has the contact center staff to handle 10 languages. Also, foreign nationals visiting Japan on vacation or other reasons who wish to obtain Japanese yen can use cash cards and credit cards issued overseas at its ATMs. The ATM screen in these instances is available in 12 languages.

Development of ATMs Easy to Use Even for Customers with Disabilities

Seven Bank is making daily progress on the ATM functions and services so that all customers can use them with confidence. With its voice guidance service, which is mainly for customers with visual disabilities, users can make a transaction by following voice instructions delivered through an intercom phone installed on the ATM to operate the buttons on the phone. Currently, customers with the cash cards of over 500 affiliated partner financial institutions can use this service. The system of voice guidance was developed after soliciting feedback from people with visual disabilities and testing its operability.

Given how the living environment for people has changed greatly in the 15 years since the system was developed, in the fiscal year ended February 28, 2022, Seven Bank conducted a needs assessment of people with visual impairments through interviews and questionnaires. In addition to conducting this type of survey, considering the diversification of payment methods in today's cashless society, Seven Bank expanded the scope of its voice guidance service to include cash recharging for electronic money starting in October 2024.

In order to achieve the SDGs goal of "Leave No One Behind," Seven Bank will continue working to improve its ATM services based on the opinions it has received and develop them further.



Voice guidance service

Implementing Crime Prevention Measures for Local Communities

Seven & i Holdings cooperates in local crime prevention initiatives in line with the operational characteristics of each Group company so that its facilities can provide customers and locals with safety and security.

Safety Station Activities

7-Eleven stores take advantage of the fact that they stay open 24 hours a day every day of the year to conduct Safety Station activities (SS activities). These involve looking out for the safety and security of the community through such activities as providing a place for women and children to seek assistance, protecting seniors, preventing robberies, shoplifting, and designated fraud, responding to accidents and disasters, and helping in the case of a sudden illness. 7-Eleven stores work to promote a healthier environment for young people by not selling alcohol and tobacco products to those under the age of 20 years, for example, and Seven-Eleven Japan also provides information to raise awareness of compliance and crime prevention at franchised stores through “SS Activity Notices” issued monthly.

Number of Stores and Times Handled in FY2024

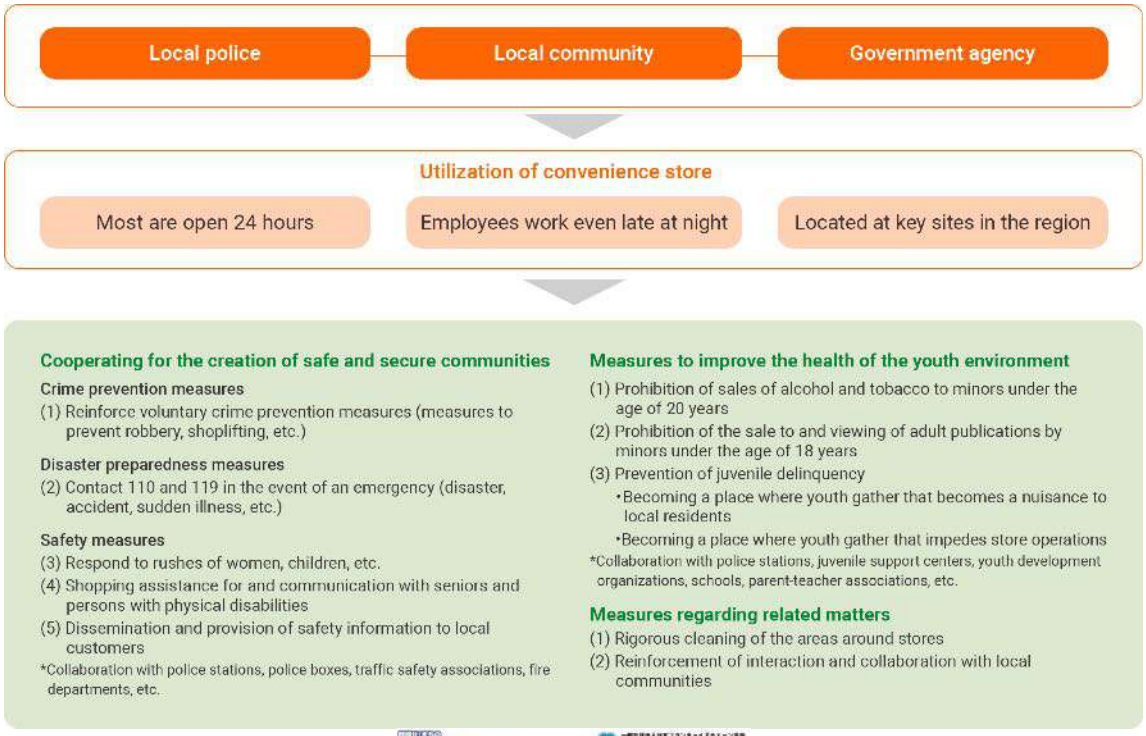
Women's rush in	2,008 stores	More than 2,790 times
Children rush in	1,349 stores	More than 1,969 times
Elderly protection	4,993 stores	More than 9,243 times
Special fraud (such as telephone scams)	7,726 stores	More than 16,629 times



Activities are publicized using posters



Preventing the sale of alcohol and tobacco to those younger than 20 years old





Safty Station (SS) Activity Notice

› The “SS Space” on the Japan Franchise Association (JFA) website (in Japanese)

Material Issue 2 Provide safe, reliable, and healthier merchandise and services

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") handle a broad range of products at each company's stores, and also develops a variety of products as private brands. Because of this, we are committed to ensure the quality of our products, including their safety and reliability. We also recognize that it is significant to always put ourselves in the customer's shoes and to take into consideration the health of our customers by providing nutritionally balanced products, using reliable raw materials, and reducing the use of additives. These efforts not only earn the trust of our customers but also create new business opportunities to meet customers' needs. As a Group that handles many of the necessities of our customers' lives, we continue to promote these initiatives.

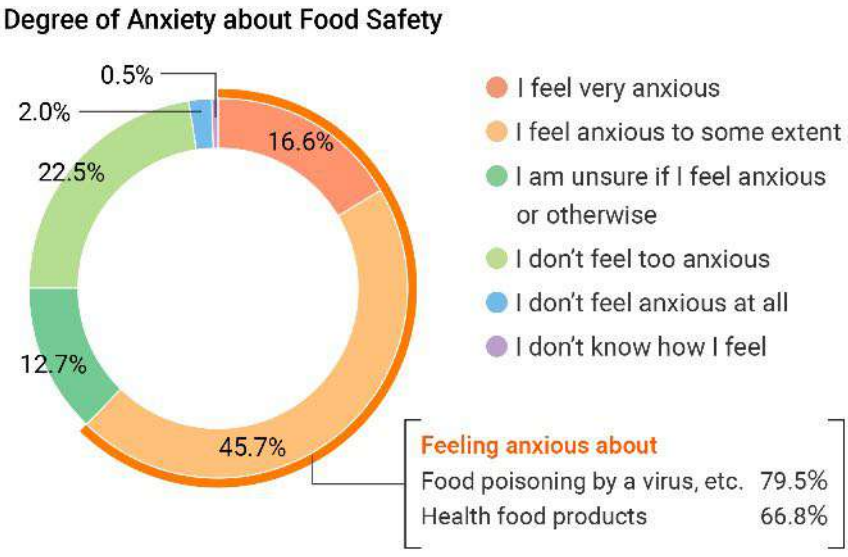
- Relevant policy

  Quality Policy >

Background to the Material Issue

Food safety

With the globalization of food and recent incidents and accidents that threaten food safety and security, there has been growing interest in food safety, including the issues of controlling raw materials, food additives, and displaying information about allergens. Answers to a survey by the Cabinet Office showed that more than 60% of people feel uneasy about food safety, and there is a need to further strengthen their quality control systems for companies.

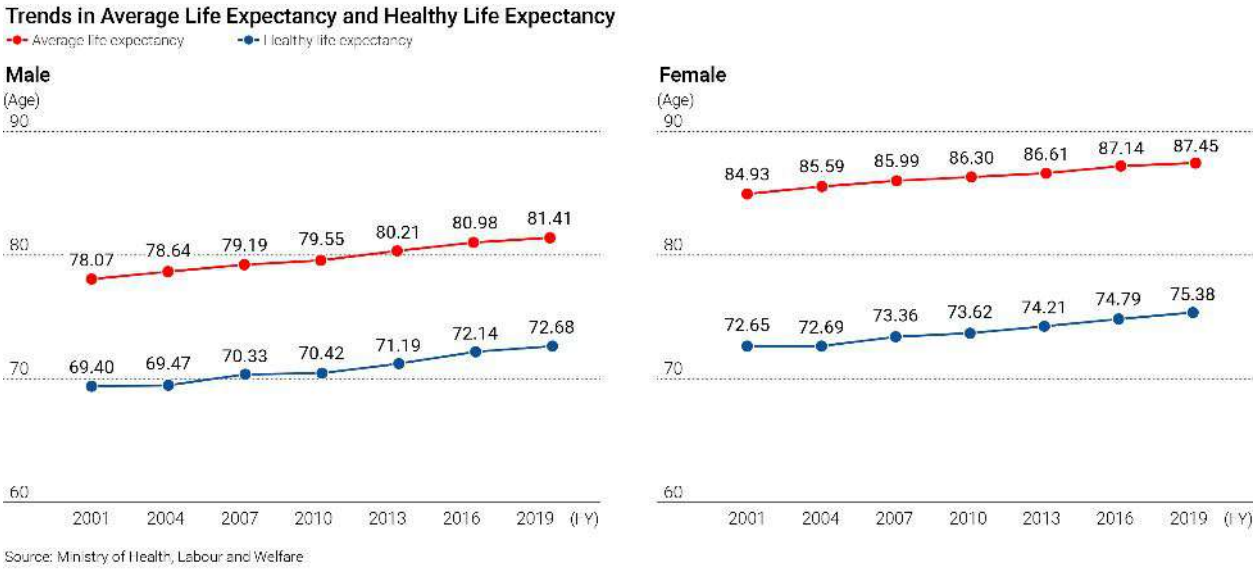


Source: Results of the 2022 report entitled "Awareness About Food Safety" (Cabinet Office, Government of Japan)

Gap between average life expectancy and healthy life expectancy

Although the average life expectancy is increasing year by year, there is a gap of about 10 years between healthy life expectancy, which is the period during which people can live without being limited in their daily lives by health problems, and the average life expectancy. It is important to extend healthy life expectancy and narrow the gap between healthy life expectancy and average life expectancy.

* Source: 2023 Edition of the Health, Labour and Welfare White Paper



In response to this material issue, the Sustainability Management Committee and its subordinate Supply Chain Subcommittee, work together with the Group companies and related departments to provide safety and reliability through products and stores. These activities are supervised by the Executive Officer and head of the Group Merchandise Strategy & Planning Division of Seven & i Holdings.

Contribution to SDGs

By addressing this material issue, our Group will provide products and services that support safe, secure, and healthy lifestyles and contribute to achieving goals 2 and 3 of the Sustainable Development Goals.





Seven & i Holdings' Initiatives

Building a Quality Control System >

Food Safety and Reliability >

Health and Nutrition >

Building Quality Control Systems

Seven & i Holdings is working to introduce international management system standards and management methods regarding quality and hygiene in order to provide safe and reliable products to customers.



Establishing a Foundation for Quality Control in Each Group Company

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") handle products whose safety has been ensured through checks by the quality control department before purchasing them. Seven & i Holdings is working to establish quality control systems, recognizing that a product incident at one Group company affects the entire Group. Quality control managers at the development division for the Seven Premium line of Group private brand products, 10 Group companies that handle food products, and 6 that handle apparel and household items meet regularly to share their policies and information. These activities are designed to prevent incidents and strengthen the Group's ability to respond rapidly when incidents occur. Specifically, Group companies have established the following foundation for quality control.

Establishing a Foundation for Quality Control

1. A system in which specialized quality control departments can objectively determine responses to incidents
2. A system for reporting a serious incident quickly to the Representative Director and President
3. Guidelines for judging whether to recall products or continue sales if a serious incident occurs

Quality Control Training for Employees

Our Group conducts regular employee training on quality control for product development and procurement staff, as well as sales floor staff, to prevent product accidents. In the fiscal year ended February 28, 2025, with the goal of nurturing future leaders in quality control, we are developing an educational curriculum utilizing external organizations and instructors. This curriculum aims to provide basic knowledge training and a wide range of quality control skills.

Results of training held by Seven & i Holdings in the fiscal year ended February 28, 2025

Training details	Participants	Target
HACCP 3-day training	18	Those handling procurement of product, those in charge of quality control
Supplier auditor training	14	Those handling procurement of product, those in charge of quality control
ISO 9001 internal auditor 2-day training	11	Those handling procurement of product, those in charge of quality control
Beginner level Food poisoning (1)	77	Those handling procurement of product, those in charge of quality control
Beginner level Food poisoning (2)	75	Those handling procurement of product, those in charge of quality control
Food labeling (1)	47	Those handling procurement of product, those in charge of quality control
Food labeling (2)	41	Those handling procurement of product, those in charge of quality control
Food labeling (3)	38	Those handling procurement of product, those in charge of quality control
Food labeling (4)	38	Those handling procurement of product, those in charge of quality control
Beginner level Allergies	58	Those handling procurement of product, those in charge of quality control
Food incidents	88	Those handling procurement of product, those in charge of quality control
Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices	118	Those handling procurement of product, those in charge of quality control
(1) Household Goods Quality Labeling Act (2) Japanese Industrial Standards	101	Those handling procurement of apparel and household goods, those in charge of quality control
(1) Basic knowledge of kitchenware (2) Basic knowledge of fashion accessories	76	Those handling procurement of household goods, those in charge of quality control
Investigating the causes of daily necessities issues	52	Those handling procurement of household goods, those in charge of quality control
Analysis of complaint causes	60	Those handling procurement of household goods, those in charge of quality control
OEKO-TEX certification seminar	26	Those handling procurement of apparel and household goods, those in charge of quality control

Acquiring Quality Management Certification

Our Group has implemented a system requiring business partners to acquire various certifications to strengthen quality control for products such as foodstuffs, clothing, and household goods.

Participation in the Japan Food Safety Management Association

Seven & i Holdings became one of the founders of the Japan Food Safety Management Association (JFSM)*1, established in 2016 as the primary Japan-created operating body for food product safety management standards, along with food product manufacturers both in Japan and overseas. We did this in partnership with food-related companies, the Ministry of Agriculture, Forestry and Fisheries, and university researchers with the goal of responding to the increased handling of imported foods (globalization) in Japan and improving domestic food safety management. By utilizing the JFS standard*2 developed by this association, we aim to improve food quality as a retail group that is building a supply chain.
Currently, five Group companies*3 that handle food products have become JFSM members and are promoting the improvement of food safety management levels within the Group. In addition, we are proceeding with the acquisition of JFS standard certification and conformance certification for factories that manufacture the Group's “Seven Premium” private brand products and fresh foods such as Seven-Eleven’s boxed lunches, rice balls, sandwiches, delicatessen items, noodles, and bread.

*1 An organization that creates and operates a Japanese food safety management standard (the JFS standard) and its certification/conformance certification system.
*2 A Japanese food safety management standard developed by JFSM that conforms to international standards that include Codex HACCP.
*3 Seven-Eleven Japan, Ito-Yokado, York Benimaru, SHELL GARDEN, Denny's Japan

Obtaining Certification of Food Safety Management Standards that Conform to International Standards

Fresh Food, our original products such as boxed lunches and delicatessen items sold at Seven-Eleven stores, are made by daily manufacturers who are members of Nihon Delica Foods Association (NDF)*1. In October 2018, NDF revised the NDF-HACCP Certification System to the NDF-FSMS certification system*2 in response to the institutionalization of HACCP for the international standardization of food sanitation management. In addition, in March 2020, all NDF member daily manufacturers obtained certification and conformance certification. (Number of the factories as of the end of February 2025: 173)
Similarly, we are working on obtaining certification and conformance certification related to food safety management standards that conform to international standards that include Codex HACCP, such as ISO 22000, FSSC 22000, and the JFS standard, at all manufacturing factories that produce the Group's “Seven Premium” private brand products. (As of the end of March 2025, 100% of the manufacturing factories have obtained certification.)

*1 NDF was formed in 1979 to improve hygiene quality management levels at Fresh Food manufacturing facilities and to eliminate region-based quality differences.
*2 FSMS: The Food Safety Management System (FSMS) is a system designed to manage potential food safety hazards in order to ensure delivery of safe and reliable foods to consumers.

› For more details about Seven-Eleven Japan initiatives (in Japanese)





Acquisition of GAP Certification

Ito-Yokado is recommending the acquisition of Good Agricultural Practice (GAP) certification, an agricultural production process management method, in order to further improve the level of our quality management of its private brand “Traceable Vegetables with Producer's Faces” and “Traceable Fruits with Producer's Faces." GAP certification sets standards that should be implemented in day-to-day farm management to improve safety and protect the environment. Certification has been acquired by 307 producers as of the end of February 2023, and efforts will be made for further certification going forward.

Number of GAP Certification Holders

End of February 2022	End of February 2023	End of February 2024	End of February 2025
226	307	360	348

› For more details about Ito-Yokado initiatives (in Japanese)

Acquisition of ISO 22000 Certification

York-Benimaru Co., Ltd. acquired certification under ISO 22000, an international food safety management system, at its Otsuki Store in Koriyama City, Fukushima Prefecture in March 2018. The scope of certification was subsequently expanded to include York-Benimaru Headquarters, which also acquired certification. Going forward, York-Benimaru will utilize the experience gained from acquiring ISO 22000 certification to implement HACCP systems at all stores while providing employee training at each store. York-Benimaru will also strive to further improve the quality of our products, from product procurement to sales, in order to ensure even greater safety and reliability on the dining tables of our local customers.
Peace Deli (Kazo Kitchen), a Group food manufacturer, acquired ISO 22000 certification in August 2016.





Hygiene Management Based on ISO 9001

Denny's Japan's QC Office, the hygiene management department, has acquired the ISO 9001 international standard concerning quality management. Utilizing this system, the company is working to boost both hygiene management and employee training (application scope: Planning and Provision of Food Hygiene Management Systems in Stores).
In hygiene management, priority is placed on freshness management that is easy to understand and can be performed by anyone. The QC Office and others conduct checks at stores, and random checks of store hygiene are also conducted by a third-party hygiene inspection organization (wipe inspections). Store employees undergo periodic hygiene management training to raise hygiene management levels.

> For more details about Denny's Japan initiatives (in Japanese)





Audits of Processes at Apparel and Household Goods Manufacturing Factories

Our Group sells apparel and household items, such as the Group's “Seven Premium” private brand products, while Group companies sell their own private brand products as well. To ensure the safety of these products, we conduct audits of our processes at our manufacturing factories both in Japan and overseas.
Since there is no official certification for manufacturing factories that guarantees a level of quality control for apparel and household items, Seven & i Holdings has established its own standards, and each Group company carries out external audits through specialized external institutions based on these standards. Seven & i Holdings issues a process audit “Compliance Certificate” to factories whose audit results have cleared certain standards.



Compliance certificate

External Recognition for Initiatives Addressing Quality Control

Ito-Yokado received the METI Minister Award at the Minister of Economy, Trade and Industry Product Safety Awards*1 three times, and was also certified as a gold product safety company*2 in the fiscal year ended in February 29, 2016—a first for a general supermarket. In March 2021, Ito-Yokado was again certified as the gold product safety company upon undergoing a follow-up audit, earning the single star Gold PS Award mark.

*1 The Ministry of Economy, Trade and Industry has been conferring this award since fiscal 2007 to raise awareness of corporate product safety and establish a culture of product safety that spreads the important value of product safety beyond the boundaries of companies to create a society where product safety is protected everywhere.
*2 Every five years after certification, the review committee will follow up to see if the efforts being made at the time of certification are still being maintained.

- Ito-Yokado received the METI Minister Award at the Minister of Economy, Trade and Industry Product Safety Awards in 2011, 2013, and 2015.
- Ito-Yokado was certified as a gold product safety company in 2015.
- Ito-Yokado was certified again (follow-up) as a gold product safety company in 2020.
- Ito-Yokado was once again certified as a gold product safety company in 2021.



single star Gold PS Award mark

Food Safety and Reliability

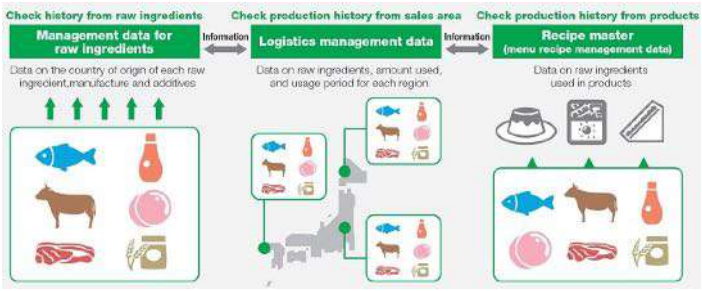
Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are working on a variety of measures to emphasize safety and reliability at all stages from raw materials procurement through to sales.

Centralized Management of Production Records

Seven-Eleven Japan manages various daily food product items, which includes rice and delicatessen items. To accurately identify which factories produce them and what materials are used in which areas, Seven-Eleven Japan manages information from all its factories that make daily items by using a database system and links to the POS (point-of-sale) data at its stores to precisely manage the production history of its products, from the production region of the materials used to the stores where the products are sold. This allows us to immediately respond to any problems that may occur with raw materials. It also checks for the presence of allergic substances and additives in its products to ensure that they are sold with the utmost care.
In addition, Seven-Eleven Japan is also able to precisely track the volume of food materials, packaging, and containers used at every factory, which helps it reduce waste by limiting excess production, for instance. Moreover, the company voluntarily conducts DNA testing on rice to prevent the admixture of other varieties as well as testing for radioactive substances.

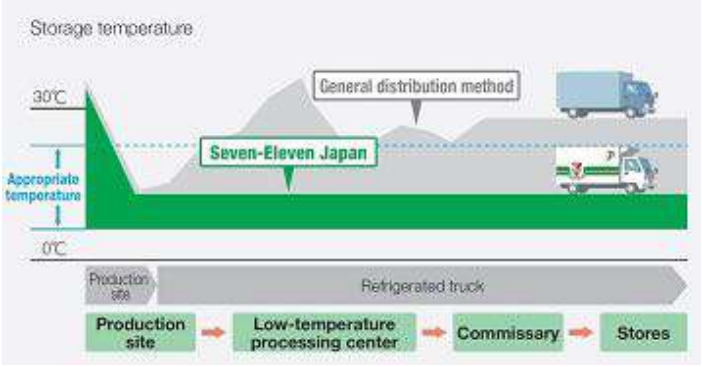
> For more details about Seven-Eleven Japan initiatives (in Japanese)

Seven-Eleven Japan's Raw Material Production Record Management Framework



Introduction of Cold Chains

Various leafy vegetables are used in 7-Eleven's original daily foods (rice balls, sandwiches, stuffed bread, salads, delicatessen items, noodles, and so on). We began introducing cold chains (low-temperature distribution networks) in 2005 for low temperature transportation and processing in order to maintain high levels of freshness of produce from harvesting in the field to delivery to stores. Harvested vegetables are consistently maintained at low temperature in delivery vehicles, at sorting centers and processing factories, and until placement on store shelves.



Cold chains (low-temperature logistics networks)

Providing Reliable Products

Products with Visible Production Areas

York-Benimaru has established a section called "The Secrets of Deliciousness, Safety, and Reliability" on its website, providing information on the production site, characteristics, production process, producers, and other aspects of the fresh food that the company has carefully selected.

> For more details about York-Benimaru initiatives (in Japanese)

Approach toward the Use of Food Additives

Seven-Eleven Japan aims for fresh, homemade taste for fresh foods such as boxed lunches, and when using food additives, uses the minimum amount and types necessary. Further, we have set voluntary standards for food additives and make every effort to minimize the use of food additives that are of deep concern to our customers. In addition, with regard to labeling on use of additives, we conform to the Consumer Affairs Agency's "additive free and not-used guidelines" and promote labeling that does not mislead customers.

> For more details about Seven-Eleven Japan initiatives (in Japanese)

Reducing Trans-Fatty Acids

It is said that excessive trans-fatty acids increase bad cholesterol in the blood and reduce good cholesterol, heightening the risk of coronary heart disease among other things. In Japan, where intake is low compared to other countries such as Europe and the United States, there is currently no obligation to display trans-fatty acids and no upper limits have been set. However, we are voluntarily working to reduce the total amount of trans-fatty acids in product, including those under the Group's private brand "SEVEN PREMIUM."

> For more details about Seven-Eleven Japan's initiatives for the reduction of trans-fatty acids (in Japanese)



栄養成分表示:1枚当たり	
エネルギー	261 kcal
たんぱく質	8.8 g
脂質	5.3 g
ー飽和脂肪酸	3.4 g
ートランス脂肪酸	0 g
コレステロール	0 mg
炭水化物	45.4 g
ー糖質	43.5 g
ー食物繊維	1.9 g
食塩相当量	1.0 g

この表示値は、目安です。
食品100g当たり、飽和脂肪酸0.1g未満、トランス脂肪酸0.3g未満、コレステロール5mg未満の場合は0gとしております。

Example of product with reduced trans fat: "SEVEN PREMIUM Gold" Golden Bread

Labeling of Food Allergy Information

Our Group, in addition to displaying information about eight specified ingredients (egg, milk, wheat, shrimp, crab, buckwheat, peanuts, and walnuts) that are required to be labeled under the Food Labeling Law, also recommends displaying information about 20 equivalent items※ so that people with food allergies can choose products with confidence.

※Items recommended for the “equivalent items” category: abalone, squid, salmon roe, oranges, cashew nuts, kiwifruit, beef, sesame, salmon, mackerel, soybean, chicken, banana, pork, matsutake mushrooms, peaches, yam, apples, gelatin, and almonds

Display on all Fresh Foods

Seven-Eleven Japan displays specified ingredients and equivalent items on all fresh foods, including boxed lunches, rice balls, sandwiches, delicatessen items, noodles, bread, and pastries. Additionally, for in-store cooked products (hot snacks, oden, Chinese steamed buns), the use of specified ingredients is displayed on in-store POP, and information on specified ingredients and equivalent items is disclosed on the website.

> For more details about allergy information of in-store cooked products (in Japanese)

Display on Products Cooked In-store

At Ito-Yokado, in-store cooked sushi, delicatessen items, etc. are labeled with "specific raw materials" and "equivalent items (excluding almonds)." The food products in the container have allergy information on their labels. For the products sold separately without packaging, a list of allergens contained in each product is posted at the store.

Display on menu book and terminal tablet

Denny's Japan provides allergy information on their website in a tabular format, and customers can also search the menu name by allergen only in Denny's in-store menu.

> For more details about Denny's initiatives (in Japanese)

Sales of Products with Food Allergy Considerations

Our Group offers a low-allergen menu to make meals delicious and enjoyable, regardless of food allergies or not.

Sales of "Low-Allergen Menu and Low-Allergen Cake”

At the Denny’s restaurant chain managed by Denny's Japan, there is a low-allergen menu and low-allergen cake for children that do not include any of the eight specified allergens (eggs, milk, wheat, buckwheat, peanuts, shrimp, crab, and walnuts), created out of consideration for children who have food allergies. When the meals are prepared at the restaurants, employees cook and arrange the food in an area separate from the regular cooking line, and the tableware is individually washed and stored to prevent secondary contamination by allergens.

> For more details about Denny’s initiatives (in Japanese)



Low-allergen menu



Low-allergen cake

Conducting Food Allergy Workshops

Seven-Eleven Japan has been hosting workshops for people with food allergies and their guardians since 2021 in collaboration with a certified non-profit organization. At the workshops, actual food selection experiences are shared with participants, and feedback from participants is used to improve product labeling with the aim of making products more user-friendly.



Workshop on food allergies 1



Workshop on food allergies 2

Regarding Handling of Genetically Modified Foodstuff

Our Goup labels genetically modified foodstuffs in accordance with relevant domestic regulations. In addition, genetically modified ingredients are not used for the main ingredients—for which labeling is obligatory—of products under the Group's private brand Seven Premium (excluding certain products such as soy sauce and oil which use genetically modified potatoes, corn, soy beans, and other products which are permitted to be imported by the Japanese government).

Inspection for Radioactive Substances

In response to an increase in inquiries about radioactive materials since the Great East Japan Earthquake, our Group voluntarily conducts inspections to complement the monitoring conducted by the government, and we have posted details on our website. Inspections for radioactive substances are conducted for Ito-Yokado's Traceable Foods with Producers' Faces and the results are published on its website.

> For more details about York-Benimaru initiatives (in Japanese)

Health and Nutrition

Amid demographic changes, the spread of diverse lifestyles, changes in working styles, and growing focus on health and nutrition, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are striving to provide nutritionally balanced food products in consideration of customers' further health-consciousness.
In May 2020, in order to create new value for the Group's “Seven Premium” private brand products, the “Seven Premium Connect Declaration” was formulated. It consists of four pillars: eco-friendliness, health-consciousness, high-quality products, and global compatibility. Specific measures included displaying sugar and dietary fiber content on nutrition labels (since September 2019) and developing products with reduced salt and sugar. In development of Seven Premium products, the optimal supplier and Group product development division form a team for the product, and specialists from both sides contribute their information and expertise in a process called “team merchandizing.” The teams include suppliers who have nutrition and health experts or R&D centers of their own.

Example of health food products



“Seven Premium Zero Cider Triple Fiber +α 500ml”
Zero-calories, zero-sugar, and zero-fat carbonated beverages with dietary fiber

Sales of Healthy Food Products

In light of the need for plant-derived protein, we have a lineup of products that use plant-based food in the Group’s Seven Premium line of private brand products. Ito-Yokado offers boxed lunches with attention given to nutritional balance. We sold approximately 300,000 packages in the fiscal year ended February 28, 2025. By adding dietary fiber, vegetables, and so on, creating colorful boxed lunches, and using fewer additives, we will provide customers with healthier products that meet their specific needs



Seven Premium "Unprocessed Soy Milk"



Seven Premium "Tofu Sweets Bar - Gateau Chocolat"

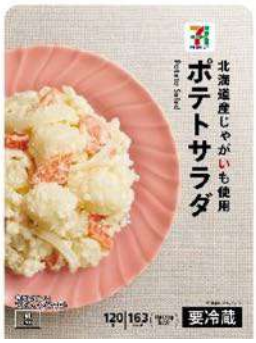


Ito-Yokado’s boxed lunch supervised by dietitians

Labeling of Nutritional Components

In addition to the five components* of energy, protein, fat, carbohydrates, and salt equivalents stipulated by the Food Labeling Law, the Seven & i Group displays two items often requested by customers: sugars (available carbohydrates) and dietary fiber. Sugar and dietary fiber content are displayed on the Group's “Seven Premium” private brand products, fresh foods such as 7-Eleven's boxed lunches, rice balls, sandwiches, delicatessen items, and noodles, and sushi and delicatessen items cooked in Ito-Yokado stores.
In addition, for certain products of “Seven Premium,” we also provide labelling of components subject to voluntary labeling such as saturated fatty acids, trans-fatty acids, and cholesterol. Calorie counts are printed on the front of many products to make it easier for customers to find when selecting a product. Also, icons colored in orange or green are displayed on the front of the packaging so that it is easier to understand the product features. The green icon is used to indicate nutrients like sugar and salt that should not be consumed in excess of what is necessary, while the orange icon indicates nutrients like protein and dietary fiber that should be supplemented.

* Excluding some products with discretionary labeling and small surface area



栄養成分表示:1袋120g当たり
エネルギー 163kcal/たんぱく質 1.8g/脂質 9.7g/炭水化物 18.0g(糖質 16.3g/食物繊維 1.7g)/食塩相当量 0.9g

(サンプル品分析による推定値)

Example of nutritional labeling showing sugars and dietary fiber: Seven Premium "Potato Salad"



栄養成分表示:1枚当たり	
エネルギー	261kcal
たんぱく質	8.8g
脂質	5.3g
ー飽和脂肪酸	3.4g
ートランス脂肪酸	0g
コレステロール	0mg
炭水化物	45.4g
ー糖質	43.5g
ー食物繊維	1.9g
食塩相当量	1.0g

この表示値は、目安です。
食品100g当たり、飽和脂肪酸0.1g未満、トランス脂肪酸0.3g未満、コレステロール5mg未満の場合は0gとしております。

Example of nutritional labeling showing saturated fatty acids, trans fatty acids, and cholesterol: Seven Premium Gold "Golden Bread"



Example of green icon (nutrients that should not be consumed more than necessary) labeling: Seven Premium "Four Types of Unsalted Roasted Mixed Nuts"



Example of orange icon (nutrients to be supplemented) labeling: Seven Premium Edamame and Hijiki Tofu Bar

Conducting Dietary Education Events for Children

Seven & i Holdings conducts dietary education events* primarily for children of elementary school age or younger as part of its social contribution activities through food. The activities were started in 2022, and by September 2024, a total of six events had been organized with more than 100 customers in total. We are committed to continually enriching the deitary habits of local customers and making them enjoyable through menu suggestions and events.

* Events that aim to help children gain accurate knowledge of food and develop desirable eating habits



Material Issue 3 Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") have grown to operate approximately 87,000 stores worldwide, serving over 62.7 million customers daily as of the end of February 2025. To ensure that the development of such businesses does not lead to an increase in environmental negative impact, we are working in collaboration with various stakeholders in the value chain to reduce CO_2 emissions from energy consumption, reduce waste, and promote recycling.
In May 2019, we announced the "GREEN CHALLENGE 2050" Environmental Declaration, in which we establish Seven & i Holdings' ideal society as one that is decarbonized, has a circular economy, and is in harmony with nature. We established goals for 2030 and 2050 related to CO_2 emission reduction, plastic countermeasures, food loss and waste / organic waste recycling countermeasures, and sustainable procurement. We believe that reducing waste of energy, resources, and raw materials to achieve our goals will lead to cost reductions.

- Relevant Policies

  Seven & i Holdings Nature Policy >

  "GREEN CHALLENGE 2050" Environmental Declaration >

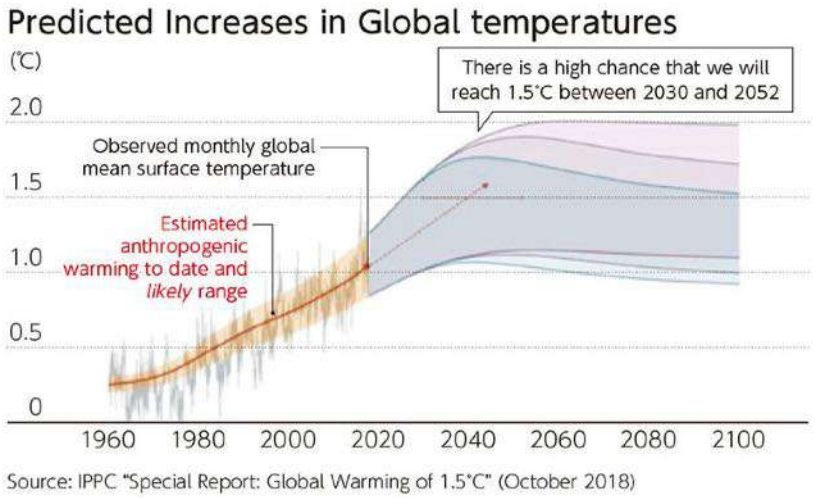
  Seven & i Holdings Sustainable Sourcing Principles and Policies >

  Business Partner Sustainable Action Guidelines >

Background to the Material Issue

Climate Change

Climate change is a significant threat that affects future generations, leading to sea level rise, an increase in extreme weather events, and impacts on agriculture and fisheries. According to the "Sixth Assessment Report" released by the Intergovernmental Panel on Climate Change (IPCC) in 2022, human activities have contributed to an average temperature increase of approximately 1.0°C compared to pre-industrial levels. To limit the temperature rise to 1.5°C, it is necessary to achieve net-zero emissions of greenhouse gases, including CO_2, by 2050.



Source: IPPC "Special Report: Global Warming of 1.5°C" (October 2018)

Food Loss and Waste

While one in nine people worldwide suffers from malnutrition, Japan generates 22.32 million tons of food loss and waste annually. Of this, 4.72 million tons is food that is still edible but gets discarded, which is equivalent to each person in the country throwing away a bowl of rice every day.



* Source : "Food Loss and Waste & Recycling" Updated as of November 2024 (Ministry of Agriculture, Forestry and Fisheries)

Resource Circulation

Plastics, which are highly convenient, are used in various situations in our lives, and over 8.3 billion tons* of plastic have been produced since 1950. Meanwhile, 9% of plastic is recycled and 79% is sent to landfills or disposed of in nature. At this rate, it is estimated that 12 billion tons of plastic will be sent to landfills or disposed of in nature by 2050, and there are reports that the amount of plastic in the ocean exceeds the amount of fish*. The issue facing us is to build a recycling-oriented economic society that makes effective use of existing resources without waste.

* From Plastics Smart, Ministry of the Environment, "The State of Plastic in Japan and Overseas <5th collection of reference materials>" (in Japanese) [PDF:11.2MB]

Contribution to SDGs

In addressing this material issue, our Group contributes to achieving goals 2, 6, 7, 12, 13, 14, and 15 of the Sustainable Development Goals (SDGs) by reducing CO_2 emissions and waste of food products, and so forth.



Seven & i Holdings' Initiatives

- Environmental Management >
- Climate Change Measures >
- Introduction of Environmentally Friendly Packaging >
- Effective Use of Resources >
- Measures against Food Loss/Waste and for Organic Waste Recycling >
- Sustainable Procurement of Raw Materials >
- Supply Chain Management (Environment) >

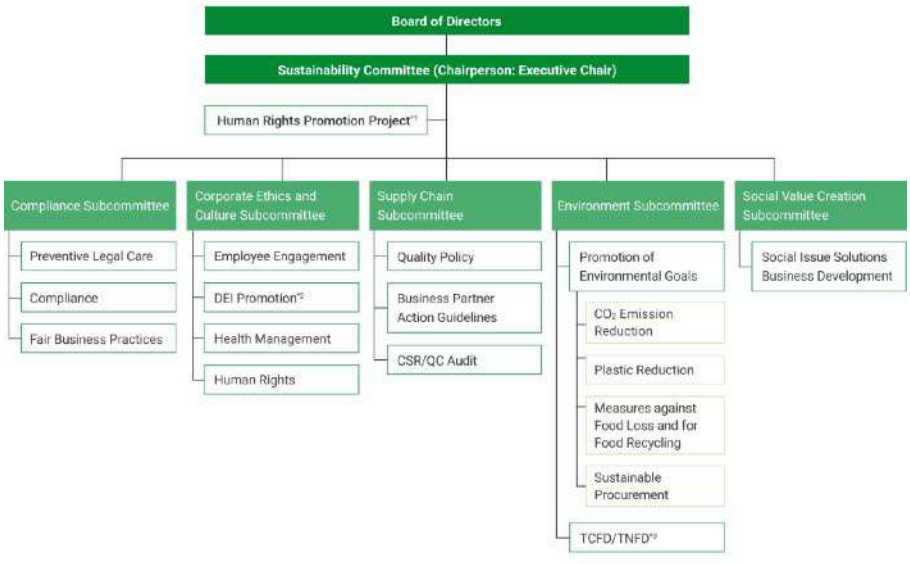
Environmental Management

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are actively working to reduce its environmental impact in order to contribute to the creation of a sustainable society and leave a prosperous planet to future generations. In May 2019, we announced the “GREEN CHALLENGE 2050” environmental declaration, which sets out our vision for society and our goals for 2030 and 2050.
We are moving ahead with environmental initiatives by way of the Seven & i Holdings Environment Subcommittee, which is attended by the supervisors of the Environment Divisions at our Group companies, as well as through our Innovation Teams established for the purpose of implementing initiatives falling under the environmental declaration “GREEN CHALLENGE 2050.” In addition, each Group company has established an environmental management system appropriate to its line of business.

Promotion Framework

Our Group Sustainability Committee meets twice a year. The Committee, chaired by the representative director & executive chair (Kaicho), is attended by sustainability managers from the Group companies—who serve as those companies' President and Representative Directors—and managers of their sustainability promotion divisions, as well as managers from divisions from Seven & i Holdings engaged in work related to sustainability promotion. The Sustainability Committee has established an Environment Subcommittee as a subordinate organization to deal with climate change issues. It consists of managers from the environmental departments of the Group companies.
In addition, when we announced the environmental declaration “GREEN CHALLENGE 2050”in May 2019, we established the Environmental Innovation Team, the goal of which is to alleviate environmental load working from four different perspectives, including CO_2 emission reduction and plastic reduction strategies. This is a company-wide initiative. The Sustainability Committee receives reports on trends in indicators and on initiatives mainly for mitigation measures. The Committee approves measures implemented by the subcommittees and each Group company, and provides any necessary advice. Progress reports on these initiatives are submitted to the Board of Directors of Seven & i Holdings at least twice a year, at which time policies and initiatives are reviewed as necessary.

Organizational Structure of Sustainability Promotion



*1 Promoting human rights due diligence and responding to serious human rights incidents
*2 Diversity, Equity, and Inclusion. Promote a diverse organization that respects individual differences and emphasizes fairness
*3 Task Force on Climate-related Financial Disclosures/Task Force on Nature-related Financial Disclosures

Environmental Management System

With a view to boosting the effectiveness of Group-wide environmental management, our Group is putting forth initiatives to acquire the ISO14001 international standard in environmental management. By way of regular internal audits, which include observation, assessment, and analysis, environmental management systems are evaluated with a view to ascertaining the efficiency of improvement initiatives. We also conduct reviews of management personnel in order to ensure smooth implementation of improvement initiatives. Additionally, Seven-Eleven Japan is taking steps to acquire the Ministry of the Environment's Eco Action 21 certification at dedicated factories, working together with the Nihon Delica Foods Association (NDF).

ISO 14001 Acquisition

Our Group strives to maximize the effectiveness of its environmental management strategies. To this end, we are moving ahead with steps to acquire the international-standard ISO 14001. Seven-Eleven Japan acquired certification at the end of February 2015 for its offices and directly-managed stores throughout Japan. Meanwhile, Denny's Japan attained certification in February 2015 for its Head Office and some Denny's restaurants. All in all, the Group companies achieving certification are carrying out initiatives to reduce environmental footprint, working through the ISO 14001 certification framework. They also conduct annual environmental audits to ascertain both the appropriateness and effectiveness of the management system. The sales ratio of the operating companies that have obtained ISO 14001 certification is approximately 30% of the Group's net sales.

Eco Action 21 Certification Acquired

In collaboration with the Nihon Delica Foods Association (NDF), Seven-Eleven Japan conducts information sharing on examples of initiatives that have substantial energy-saving effects at biannual NDF nationwide CSR promotion conferences. High value is placed on creating a system that can respond to a variety of environmental issues including compliance, energy-saving measures, and the reduction of CO_2 emissions and food loss and waste. Based on the results confirmed above, Seven-Eleven Japan has declared that it will utilize an environmental management system, and with regard to the acquisition of Eco Action 21, established by the Ministry of the Environment, it is taking proactive measures such as holding briefings.

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Number of daily product manufacturing factories	177	176	172	171
Number of Eco Action 21 Certified Factories	137 (approx. 77%)	152 (approx. 86%)	157 (approx. 91%)	157 (approx. 91%)

Third-Party Audit of CO_2 Emissions

To correctly assess and verify the initiatives taken to reduce environmental impact, each year since 2015, Seven & i Holdings has undergone third-party audits of CO_2 emissions from store operations. In 2024, the scope of target companies was expanded, and audits of 12 companies'*1 Scope 1 and 2 emissions were conducted. The sales of the 12 companies covered about 98.9% of the Group's total sales. The CO_2 emissions from store operations of the 12 companies in the fiscal year ended February 28, 2025 were 174,894 tons for Scope 1, and 2,455,565 tons for Scope 2. Moreover, by undergoing a third-party audit of the data for the Category 1*2 emissions of Seven-Eleven Japan, which accounted for about 30% (10,569,460 tons) of the Scope 3 emissions, we improved the accuracy and reliability of the quantitative data internally and externally.

*1 The 12 companies are: Seven & i Holdings, Seven-Eleven Japan, 7- Eleven, Inc., Ito-Yokado, York-Benimaru, SHELL GARDEN, Akachan Honpo, THE LOFT, Denny's Japan, Peace Deli, Create Link, and Seven Bank.

*2 The CO_2 emissions associated with "purchased products and services" (procurement of raw materials, outsourcing of packaging, procurement of consumables, etc.) from among the 15 categories of Scope 3.



Third-Party Verification Report

> Third-Party Verification Report

Management of Water

At each store of Our Group, in addition to the daily efforts made to conserve water, water-conserving faucets and energy-saving flushing toilets are also being introduced. Furthermore, through utilizing rainwater and so forth, we are working to reduce the volumes of water used. In the fiscal year ended February 28, 2025, water usage in conjunction with store operation was 19,162,000 m^3*.

Additionally, treatment of wastewater from store locations is similarly managed by each of the Group companies in an environmentally friendly manner. By strictly observing national laws as well as the municipal laws and ordinances of the areas in which the stores are located, and by implementing appropriate wastewater treatment and purification for the specific region, we take the necessary steps to prevent contaminated water from flowing into ocean or river waters.

* Seven companies included: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, SHELL GARDEN, Akachan Honpo, THE LOFT, and Denny's Japan.

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Water consumption (1,000㎥)	23,606	20,537	20,893	19,424	20,854	19,162
Water consumption per million yen in sales (㎥/million yen)	3.1	2.9	2.9	2.9	3.0	2.8

Management of CFCs

At Our Group's stores, devices using CFCs are replaced with ones using CFC alternatives during remodeling and so forth. Moreover, to prevent leakage of CFCs, devices undergo regular inspections and leakage assessments required by the government in compliance with the April 2015 Act on Rational Use and Appropriate Management of Fluorocarbons. Devices using CFCs are disposed of by professional companies in compliance with the law, and stores receive collection certificates from these contractors as proof of appropriate disposal. Substitute CFCs include HCFC (hydro chlorofluorocarbon), production of which is to be banned in developed countries by 2020. As this will require a changeover to another type of substitute, we also plan to further promote the introduction of non-CFC devices in freezing and refrigeration equipment used for product display at our stores.

Stores with CO_2 Refrigerant Freezing and Refrigeration Equipment

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Seven-Eleven Japan	359 stores	769 stores	1,262 stores	1,631 stores
Ito-Yokado	4 stores	4 stores	4 stores	2 stores
York-Benimaru	-	-	-	11 stores

Climate Change Countermeasures

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") recognize that the issue of climate change exerts a negative impact on the stable society that is essential for the sustainable development of companies. We support international policies such as the Paris Agreement, Japan's Nationally Determined Contributions (NDCs), and various climate-related regulations and policies, including the Energy Conservation Act and the Act on Promotion of Global Warming Countermeasures. We are committed to contributing to the achievement of the greenhouse gas reduction targets set forth in the Paris Agreement. In the “GREEN CHALLENGE 2050” environmental declaration formulated in May 2019, we identified the decarbonized society as the ideal that we should be aiming for. We are promoting energy conservation and the expanded use of renewable energy, with the goal of reducing CO_2 emissions generated from store operations by 50% compared to FY2013 by 2030 and down to net-zero by 2050.



Managing Climate Change Risks

Our Group companies conduct a risk identification process based on a common group risk classification twice a year. Along with quantifying risk assessments considering the impact and likelihood of risks, they compile countermeasures for each risk into a risk assessment sheet and submit it to the Seven & i Holdings Corporate Governance Department (Risk Management Committee Secretariat). This risk assessment sheet includes not only quantitative risks but also qualitative risks such as CO2 emission regulations, business continuity risks due to recent large typhoons, and changes in the production areas and fishing grounds of product raw materials.
The Risk Management Committee, which is held twice a year, comprehensively grasps the group's risk situation based on the risk assessments and countermeasures submitted by each group company.
From the perspectives of severity and urgency of improvement, the committee monitors the risk management and improvement efforts of each company. The status of such risk management is, in principle, reported to the Seven & i Holdings Board of Directors once a year. Seven & i Holdings and its group companies analyze and evaluate risks appropriately in each business, considering changes in the business environment and risk factors. To respond accurately, they have established, maintained, and operated an integrated risk management system centered on the Risk Management Committee based on the basic regulations of risk management. Risks related to climate change are also managed under this integrated risk management system.
The Risk Management Committee receives reports on the risk management status of each company from the respective risk management departments, discusses comprehensive risk identification, evaluation, analysis, and countermeasures, and determines future directions. Additionally, the status of such risk management is reported to the Seven & i Holdings Board of Directors once a year, in principle.
In recent years, in addition to changes in the internal environment of our Group, the impact on business activities due to various changes in the external environment, such as CO2 emission regulations, large typhoons, and changes in the production areas and fishing grounds of product raw materials, has been increasing. In the fiscal year 2023, to respond to these changes, the risk management system was reviewed to consider not only short-term risks but also medium- to long-term risks. In the risk evaluation process, qualitative elements such as business continuity and damage to the group's brand image were added to the traditional quantitative elements as evaluation perspectives for the impact on performance if risks materialize. This aims to diversify and enhance the evaluation and analysis of various risks. Furthermore, by identifying high-priority risks from the perspectives of importance and commonality, and clarifying the roles and responsibilities of Seven & i Holdings and its group companies, the effectiveness of risk management across the group is being enhanced.

› Climate and Nature-related Information Disclosures—Responses to TCFD/TNFD Recommendations

Measures for Adaptation to and Mitigation of Climate Change Risks

All Our Group stores are committed to an enduring concern around weather and temperature change and this is reflected in our daily ordering and sales floor organization. In product development and lineups as well, we strive to provide products that meet customers' needs by establishing a hypothesis based on weather changes over several months. At the same time, we will respond carefully to changes in customers' purchasing behavior driven by abnormal weather and temperature changes affected by climate change.
The "Seven Farm" environmental recycling-oriented agriculture initiative of Ito-Yokado buys the entire quantity of harvested produce, including imperfect shape/size items. This enables us to procure and sell vegetables steadily regardless of market trends. In this way, we are also addressing the aspect of stable product procurement.
In addition, Seven & i Holdings is establishing systems to prepare for disasters associated with sudden weather phenomena, such as the numerous incidents of heavy rain and landslides that have occurred recently in Japan. For example, we have distributed booklets to employees summarizing how to respond in an emergency, and we have also been holding regular simulation drills using teleconferencing systems and so forth. Furthermore, Seven & i Holdings is constructing 7VIEW (Seven Visual Information Emergency Web), a system that not only consolidates Group-internal information but also enables the provision, sharing, and joint use of disaster information in collaboration with business partners. The system gathers information from the Group and through cooperation with business partners.
Measures to mitigate climate change include various initiatives related to reducing our environmental impact, such as energy conservation and use of renewable energy at stores, along with forest maintenance and related activities throughout Japan.

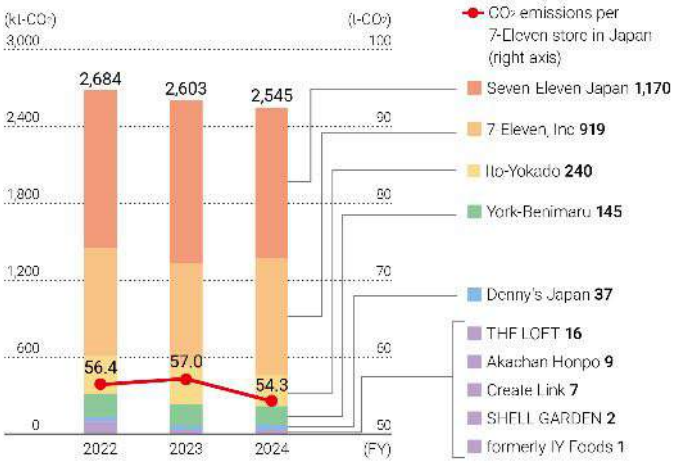
Operational Status of Seven Farm (in Japan)

End of February 2022	End of February 2023	End of February 2024	End of February 2025
12 places (approx. 250 ha in total)	11 places (approx. 250 ha in total)	11 places (approx. 250 ha in total)	11 places (approx. 250 ha in total)

Reduction Targets for CO_2 Emissions

Approximately 90% of the CO_2 emissions by each Our Group company are from the electricity use for store operations. For this reason, we set a target of reducing CO_2 emissions from store operations to net-zero by 2050. To reach this goal, we are focusing on three key pillars: energy conservation, energy creation, and renewable energy procurement.

CO_2 Emissions Resulting from Store Operations*



* The figure in the top portion of the bar graph for FY2022 is the total for the following 10 companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, York, SHELL GARDEN, formerly IY Foods, Akachan Honpo, THE LOFT, and Denny's Japan
* The figure in the top portion of the bar graph for FY2023 is the total for the following nine companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, SHELL GARDEN, formerly IY Foods, Akachan Honpo, THE LOFT, and Denny's Japan (from 2023, York's figure will be combined with that of Ito-Yokado)
* The figure in the top portion of the bar graph for FY2024 is the total for the following 10 companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, SHELL GARDEN, formerly IY Foods, Akachan Honpo, THE LOFT, Denny's Japan, and Create Link
* For calculation conditions for the figures of each Group company, please refer to the data section published on the website

Promotion of Energy Conservation by Employees

Our Group companies are promoting energy-saving activities in stores together with their employees to reduce electricity consumption in stores and to promote environmental education and awareness among employees.
For example, Seven-Eleven Japan has established "Six Priority Energy Conservation Actions" for its stores, and is calling on store employees nationwide to participate in energy conservation initiatives. Alongside this, each store appoints an energy conservation leader from among its employees, with this individual responsible for setting energy conservation goals and driving initiatives, thereby establishing an organized system for the promotion of energy conservation. Operation Field Counselors (OFCs) meanwhile utilize electricity consumption analysis tools to check and validate progress regarding activities at these stores, while also providing counseling to facilitate energy conservation during routine communication with franchise stores.
In addition, Ito-Yokado conducts initiatives tailored to the business characteristics of each company, such as raising awareness among employees about energy-saving activities through posters and other means.
We are promoting the reduction of CO2 emissions by placing the highest priority on reducing electricity consumption in our stores.

Energy Saving Contest

Seven companies* have participated in the group-wide energy-saving contest to promote energy-saving at stores/offices and to expand good practices within the group since FY2023. We collect energy-saving activities carried out by stores of each Group company. The representative director of Seven & i Holdings and representative director & CEO of each company evaluate the entries based on teamwork, ideas, continuity, and each company's original initiatives (including each company's characteristics and local conditions). Each February, the sustainability committee presents the stores and employees that receive the President's Award.

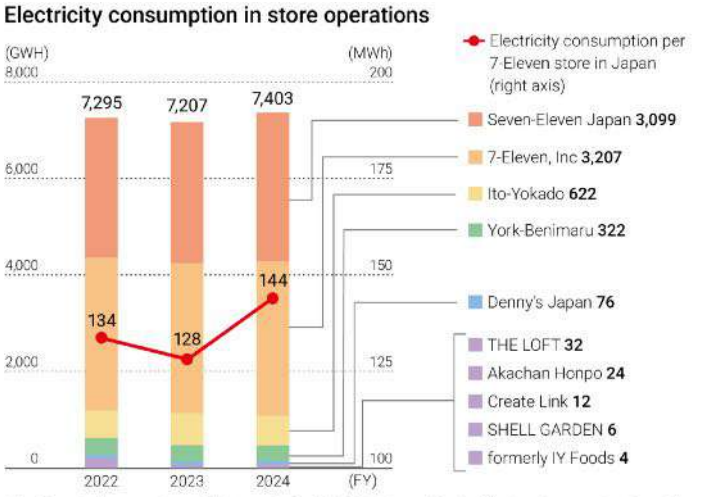
*Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Seven & i Food Systems, THE LOFT, Akachan Honpo, Seven & i Create Link

Promoting the Introduction of Energy-Saving and Energy-Creation Equipment at Stores

To curtail the increase in environmental negative impact proportionate to the increase and enlargement of stores and the expansion of products and services, each Our Group company is installing energy-saving and energy-creation equipment such as LED lighting and solar panels when opening new stores and refurbishing existing ones. Conserving energy at stores also leads to lower costs for energy use.
For example, at Seven-Eleven Japan stores, we are promoting environment-friendly store development by converting all types of lighting to LED, including store signage, sales area lighting, and sign poles. In addition, we have made progress in installing solar panels. Ito-Yokado is committed to the installation of LED lighting and setting up of solar panels at all its stores. Additionally, York-Benimaru has also expanded the number of stores installed with solar panels.

Number of Stores with Solar Panels

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Seven-Eleven Japan	8,775	8,823	8,962	9,025
Ito-Yokado	19	23	23	26
York-Benimaru	21	42	85	113
Denny's Japan	4	4	4	4



* The figure in the top portion of the bar graph for FY2022 is the total for the following 10 companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, York, SHELL GARDEN, formerly IY Foods, Akachan Honpo, THE LOFT, and Denny's Japan
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* For calculation conditions for the figures of each Group company, please refer to the data section published on the website



LED lights



Solar panels

Demonstration Test on Solar Power Generation in Snow-Covered Regions

In August 2024, Seven-Eleven Japan commenced a demonstration test to assess the effectiveness of solar power generation at stores in snowy regions using the VERPA vertical solar power system developed by Air Water Inc. We will actively advance further CO2 emissions reductions through area expansion and additional installations, should various beneficial effects be confirmed as a result of this demonstration test.

Introduction of Large-Scale Solar Power Generation

As part of efforts to reduce CO_2 emissions from store operations based on Our Group's "GREEN CHALLENGE 2050" environmental declaration, a large-scale solar panel generation system went into operation in July 2020 at Ito-Yokado's Ario Ichihara store. As an effective utilization of Ario Ichihara's space, solar panels were placed on the roof and are being used to generate some of the electricity consumed by the store. It is now possible to provide about 25% of the total electricity used by Ario Ichihara from the solar panels, as a result of which CO_2 emissions from electricity use can be reduced by about 25%. It is one of the largest generation systems of its kind at a commercial facility in Japan.



Large-scale solar panels at Ario Ichihara store

Demonstration Test Pilot Store Aiming to Significantly Reduce CO2 Emissions

Seven-Eleven Japan began a demonstration test in June 2023 at its Misato Hikonari 2-chome store in Misato City, Saitama Prefecture, incorporating next-generation technologies to significantly improve on the effectiveness of efforts to reduce CO2 emissions to date.

To begin, the store installed multiple types of solar power generation facilities to "create energy." In addition to the rooftop-mounted type employed to date, the store introduced parking lot solar panels, colored see-through dye-sensitized solar cells affixed to the glass of store windows, and perovskite solar cells mounted on store walls. The store furthermore also introduced new freezing and refrigeration equipment and defrost control systems to "save energy." We anticipate reductions of purchased electricity of approximately 60% and reductions of CO2 emissions of approximately 70% compared to FY2013 levels by additionally combining these measures with technologies such as double-glazed windows and LED lighting.

Commencement of Trial Test on 100% Renewable Energy Store Operation

In September 2019, as an initiative based on the Agreement on Cooperation and Collaboration in Promoting SDGs between Seven & i Holdings and Kanagawa Prefecture as well as Seven & i Holdings' "GREEN CHALLENGE 2050" Environmental Declaration, Seven-Eleven Japan started a trial test at 10 7-Eleven stores in Kanagawa Prefecture; all electric energy related to store operation is procured using renewable energy.
4R Energy Corporation's original batteries—which uses reused batteries from the Nissan LEAF electric vehicle produced by Nissan Motor Corporation—and solar panels with significantly improved electric power generation efficiency made by Kaneka Corporation are installed at stores undergoing the trial. Electric power is used efficiently through in-house power generation. In addition, since November 2019, the procurement of electric power beyond what is generated in-house has been supplied based on post-FIT※1, which allowed an actual renewable energy rate of 100%※2 when combined with in-house power generation. The electricity generated during the day will be stored and used at night to save energy in stores and strengthen their function as regional infrastructure in the event of a disaster.
In addition to initiatives such as "people- and environment-friendly stores" made thus far, we aim to significantly reduce CO_2 emissions through this initiative.

※1 FIT stands for Feed-in Tariff, a system of fixed-price purchasing. Post-FIT gradually occur from November 2019 as the scheme ends for solar energy.
※2 Achieve an actual renewable energy rate of 100% by combining the use of electric power generated/stored by stores with that of electric power originating from post-FIT.

Stores with Hydrogen Stations

Seven-Eleven Japan has signed a comprehensive agreement with Iwatani Corporation regarding the installation of hydrogen stations at stores. In March 2017, the companies opened a store with a hydrogen station in Sendai, Miyagi Prefecture, bringing the total number of hydrogen-station stores to three with the existing stores in Ikegami, Ota-ku, Tokyo and Kariya City, Aichi Prefecture (as of the end of February 2025). The 7-Eleven stores with hydrogen stations have installed pure hydrogen fuel cells to examine the potential for the using hydrogen at retail stores. The aim is to build sites that can serve as community-based social infrastructure capable of supplying products, services, and clean energy at a single point.



7-Eleven store with a hydrogen station at Ikegami 8-chome, Ota-ku, Tokyo

Introduction of Green Electricity in Stores, Including Japan's First Offsite PPA

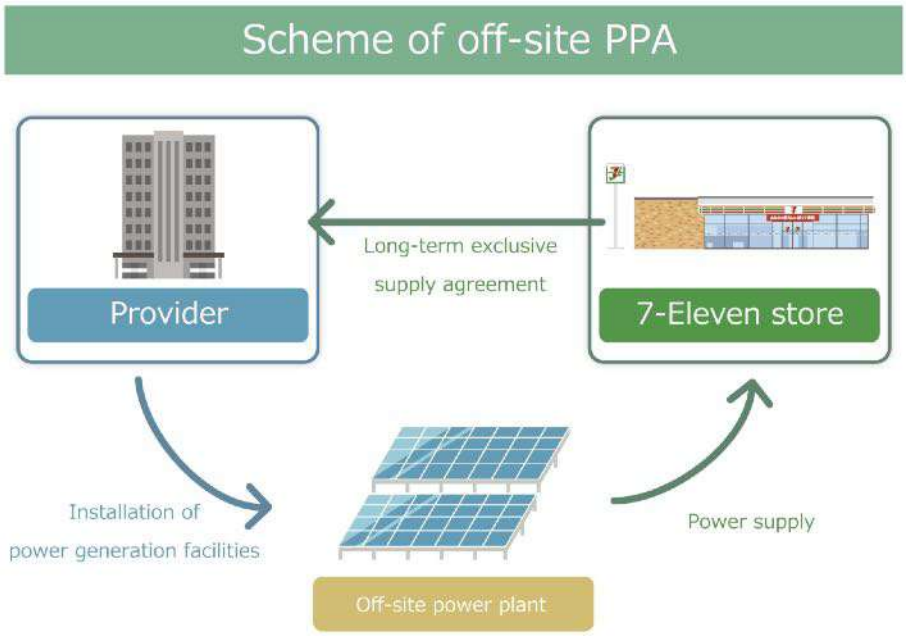
With the aim of realizing 100% renewable energy use in store operations of our Group, Seven & i Holdings and Nippon Telegraph and Telephone Corporation (NTT) have been steadily introducing electricity procurement based on Japan's first※1 offsite power purchase agreement (PPA) and electricity from NTT group-owned green power generation plants in some stores, since April 2021. This initiative means that 40 7-Eleven stores and the Ario Kameari store now aim to use 100% renewable energy in store operations.

The off-site PPA model refers to power generation facilities that are installed away from demand locations with the power generated being supplied to demand locations. This time, NTT Anode Energy Corporation will set up two solar power generation plants and engage in electricity supply※2 via the transmission and distribution grid. In an offsite PPA, the project developer sets up an offsite renewable energy generation plant specially for companies and local governments who are electricity consumers, and provides long-term supply of electricity. This was Japan's first offsite PPA. When the electricity from the PPA is insufficient, the rest comes from green electricity generation plants owned by the NTT group, so the electricity used in store operations is 100% renewable energy.

※1 Based on research by NTT Anode Energy Corporation through hearings with RTS Corporation, etc.

※2 ENNET Corporation, a subsidiary of NTT Anode Energy Corporation, is the agency providing this electricity supply.

Offsite PPA Diagram



Installation of Electric Vehicle Chargers

Our Group has installed chargers for electric vehicles (EVs) and plug-in hybrid vehicles (PHVs) at stores, including 7-Eleven, Ito-Yokado, York-Benimaru and Denny's etc. to provide a fee-based charging service. As of the end of February 2025, approximately 350 stores in the Group have installed them. The initiative aims to increase the convenience of the commercial facilities and establish a pattern for using EVs and PHVs that can be charged while shopping. It also aims to contribute to the realization of a decarbonized society by promoting the spread of environment-friendly, next-generation cars.



Electric Vehicle Chargers

Environmental Consideration in Leased Vehicles

Seven-Eleven Japan Operation Field Counselors (OFCs), who support franchised store management, use leased vehicles to visit franchised stores. Seven-Eleven Japan has been phasing in hybrid vehicles for these leased vehicles.

Switch to Hybrid Vehicles

	End of February 2023	End of February 2024	End of February 2025
Total number of hybrid vehicles	4,182	3,941	4,028
Ratio of hybrid vehicles	98.2%	99.8%	99.9%

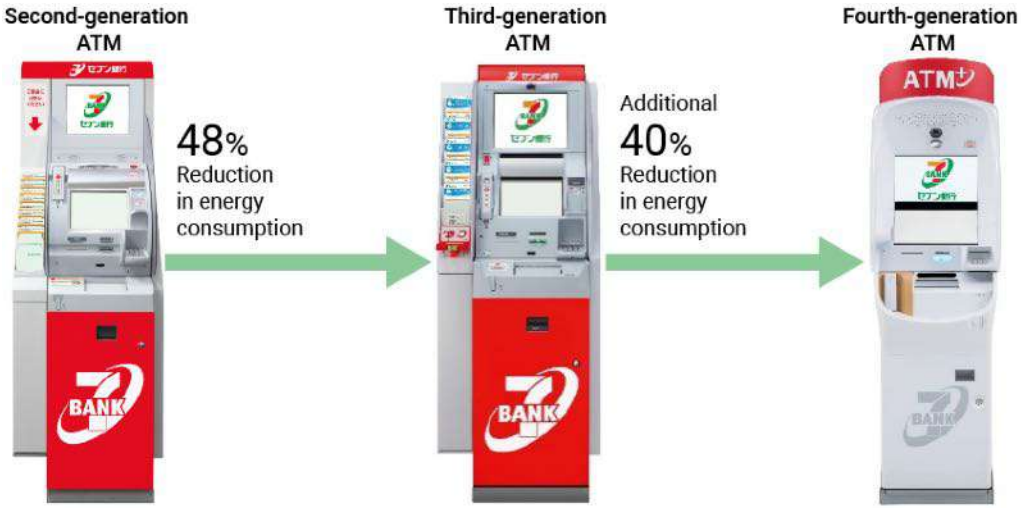
Reduction in CO_2 Emissions with the Introduction of 4th Generation ATMs

Seven Bank has been sequentially introducing new ATMs (fourth-generation ATMs) that consume even less power than conventional ATMs since September 2019. The fourth-generation ATMs can reduce power consumption by approximately 40% compared to the third-generation ATMs, which already reduced power consumption by 48% compared to the second-generation ATMs.
Following full completion of replacement and installation in fiscal year ended February 28, 2025, all the approximately 28,000 ATMs are the new model as of the end of March 2025. As a result, the number of ATMs has increased by approximately 3,600 units, while CO2 emissions have been reduced by about 30% compared to the number of units and emission levels before installation of the new ATMs commenced (end of March 2019).

※1 Conversion of CO_2 emission factors at 0.000500t-CO_2/kWh

Number of New ATMs (Fourth-Generation ATMs) Installed

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Number of New ATMs (Fourth-Generation ATMs) Installed	Approx. 10,000	Approx. 13,400	Approx. 19,700	Approx. 28,000



Changes in power consumption by ATMs

Effective Use of Resources

In response to such trends as the sharp increase in the world's population and its continued urbanization along with the rapid economic growth of emerging and developing nations, the depletion of natural resources essential for living has become an issue. Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are working toward achieving a circular economy that makes effective use of resources by working with customers and business partners to reduce waste, collect recyclable resources at stores, promote recycling, and reuse materials.
With regard to the reduction of plastic shopping bags that has been attracting increased attention lately, Seven & i Holdings "GREEN CHALLENGE 2050" environmental declaration sets the goal of replacing 50% of containers and packaging used in our original products by 2030, and 100% by 2050, with environmental-friendly materials. In addition, with regard to the reduction of plastic bags, we aim to reduce the use of plastic shopping bags to zero by 2030, and adopt sustainable, natural materials such as paper for shopping bags.



Collection of Recyclable Resource at Stores

Our Group is promoting an important initiative to recover and recycle empty containers and other materials from its products. Every Group company cooperates with customers and local governments to collect recycling resources such as bottles, cans, polystyrene, paper cartons, and PET bottles at stores in accordance with local waste disposal sorting rules. Recently, some stores of the Group have also been cooperating with local governments to collect small electrical appliances, which have been drawing attention as "urban mines."
Ito-Yokado Hikifune store has been developing new initiatives to promote a circular economy, such as providing a place for demonstration of recycling experiments jointly conducted by Kao and Lion since October 2020. In addition, since July 2024, we have been conducting a demonstration trial for the collection of used mayonnaise bottles at Ito-Yokado Mizonokuchi store, in collaboration with Japan Clean Ocean Material Alliance*, Kewpie Corporation, Ajinomoto Co., Inc., Amita Holdings Co., Ltd., and Kawasaki City.

* A public-private partnership platform established in 2019 to enhance cross-sectoral collaboration among a wide range of stakeholders and increase the pace of innovation towards the resolution of the issue of marine plastics.

Installing Reverse Vending Machines for Collecting PET Bottles for Recycling

Ito-Yokado and York-Benimaru have installed PET bottle collection machines at stores since 2012. Since PET bottles inserted into the machines undergo an automatic process of foreign-matter removal and volume-reduction (by either compression or crushing), large volumes of bottles for recycling can be sent to recycling plants at a time, which allows reductions in the frequency of deliveries from stores to be achieved. Moreover, utilizing our Group logistics routes facilitates more efficient transportation and reductions in CO2 emissions volumes accompanying deliveries.
The collected PET bottles are made into new PET bottles and other products for the domestic market. This "closed-loop recycling" system of recycling PET bottles into new PET bottles is the first attempt by a major retail chain in Japan to be implemented on such a large scale.
Seven-Eleven Japan conducted trials of PET bottle collection machines at five stores in Koto-ku, Tokyo starting in December 2015, with installation of these machines expanded to stores in Tokyo and Saitama Prefectures starting in December 2017 as part of a project of the Japan Ministry of the Environment for the introduction of CO2-reducing advanced plastic recycling facilities. In September 2019, PET bottle collection machines were installed in Okinawa Prefecture, followed by Yokohama City in

January 2020, and we have since been expanding the successive installation of these machines to stores throughout Japan. In addition, in June 2019, as part of collaboration with administrative authorities, Seven-Eleven Japan partnered with Higashiyamato City, the Higashiyamato City Cleaning Business Cooperative, and the Nippon Foundation to install PET bottle collection machines at all 7-Eleven stores in Higashiyamato City. Moreover, since March 2025, Yokote City in Akita Prefecture began collection of PET bottles, with partnerships being strengthened in regions throughout Japan and 4,268 PET bottle collection machines installed in 41 prefectures as of the end of February 2025.
We also sell the “bottle-to-bottle” private-brand products made from recycled PET bottles collected at stores. Through these products, we are working on promoting understanding and awareness of the circular recycling system.

PET Bottle Recycling System Using Reverse Vending Machines





Small-sized reverse vending machine system for convenience stores

FY	2019	2020	2021	2022	2023	2024
Collection volume (tons)	9,740	8,700	10,856	12,438	13,100	14,500
Number of installed machines	820	1,001	2,098	3,174	4,187	4,763

Number of PET bottle reverse vending machines installedand collection volume (Group total*)

* Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Denny's Japan

Achieving Complete Bottle-to-Bottle PET Bottle Recycling

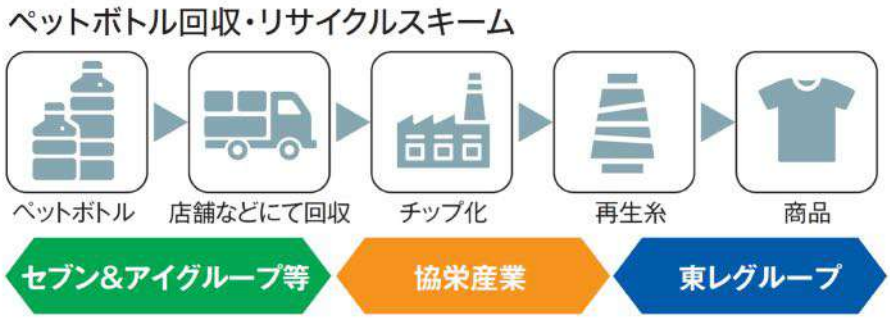
From June 2019, our Group began selling “Seven Premium Hajime Ryokucha Ichi-nichi Ippon” in recycled bottles made by using 100% of the PET bottles collected by reverse vending machines at stores. It is the first initiative of its kind in the world that recycles PET bottles collected from specific distribution groups as raw materials and sells them as a product again in the same distribution group.*

* As of June 5, 2019. Study by Coca-Cola Japan and Seven & i Holdings.

Using Recycled PET Material for Clothing

Our Group is making efforts to expand the use of recycled PET materials while promoting the collection of PET bottles. In 2020, “Seven Premium Lifestyle Body Cooler,” an underwear that utilizes PET bottles collected by PET bottle reverse vending machines installed at the Group stores and uses recycled yarn made from the PET bottles, went on sale at Ito-Yokado and York-Benimaru stores nationwide.
As of the end of February 2025, Ito-Yokado carries approximately 200 clothing items that use these recycled materials, accounting for about 14% of the sales mix for Ito-Yokado’s underwear category. Moving forward, we will focus efforts on the development of all sustainable materials, not just recycled PET bottle.

PET Bottle Recycling Scheme



Reducing the Use of Disposable Plastic Bags

Our Group has promoted the reduced use of disposable plastic bags by asking customers whether they need a bag at the register, displaying posters and POP signs, and holding events to encourage customers to bring their own shopping bags when shopping at stores. In July 2020, we commenced usage fees for plastic shopping bags, and as of the end of February 2024, the rate of decline in use of plastic shopping bags for the entire Group was just under 80%.
Seven-Eleven Japan has introduced environmentally friendly shopping bags containing 30% biomass materials as part of an initiative to further reduce its usage levels of petroleum-derived plastics. We have set the targets of introducing products with an increased recycled content rate of 50% by 2025 and reducing the usage levels of plastic shopping bags to zero by 2030. As plastic shopping bags started to cost money, the turn-down rate at Seven-Eleven Japan, which was about 30% before the charge was applied, has grown to be about 70% (as of the end of February 2025). The "equivalent headquarters revenue" from the sale of plastic bags in FY2024 amounted to approximately 860 million yen. This revenue is being utilized in part to cover the costs of installing PET bottle reverse vending machines and other related expenses.

Reducing Waste

In Japan, approximately 100,000 tons of discarded food oil from households is generated annually, most of which is disposed of as combustible waste without being reused. In response to this situation, from February 2023, Ito-Yokado commenced an initiative to collect used or unused discarded oils generated in households and recycle these into soap, ink solvents, and other resources. As of the end of February 2025, 68 stores had implemented this initiative, with a total of 14,495 bottles, equivalent to approximately 10,871 liters, collected. Additionally, collecting these oils in dedicated returnable bottles distributed to customers allows these bottles to be cleaned and reused repeatedly, thereby constituting a further initiative to mitigate the generation of waste.



Dedicated Bottles for Collecting Used Cooking Oil

Denny's Japan has participated in the "Here We Go! Used Cooking Oil Recycling Spot" initiative implemented by Ueda Yushi, Inc. since November 1, 2023. This initiative involves the collection of used cooking oil from households at seven Denny's locations within Osaka Prefecture, with the oil subsequently recycled into fuel. Collection is conducted in person at store checkouts and targets used cooking oil from households transferred into used PET bottles. The collected waste cooking oil is reused as biodiesel fuel and is contributing to the reduction of CO2 emissions and the realization of a resource circulation society.



Ito-Yokado is working to curtail the generation of waste and to promote reuse and recycling with a view to reducing waste disposal. For example, in product deliveries, Ito-Yokado utilizes reusable containers and hangers for delivery of apparel as a way of cutting down on the use of packaging and cardboard. At stores, Ito-Yokado promotes understanding of recycling, and store employees are encouraged to rigorously sort waste for recycling purposes.



Shipping work at a distribution center



Reusable containers for store deliveries

Effective Use of Resources in Store Development

Resource circulation initiatives are deeply tied to issues of both climate change and natural capital. Seven-Eleven Japan is, for example, striving to efficiently utilize resources in store construction to thereby contribute to reducing CO2 emissions and preventing the loss of biodiversity.

Utilization of Recycled Aluminum Materials

The 7-Eleven Misato Kami-Hikona store, which opened in February 2024, became the first 7-Eleven store in Japan to introduce aluminum extrusions from LIXIL Corporation, which reduce CO2 emissions in the manufacturing process by approximately 55%. These aluminum extrusions were subsequently also introduced at the 7-Eleven Fukuoka Momochi store.



Recycling of Waste Glass for Use as Components

Seven-Eleven Japan partnered with AGC Inc. to collect approximately 4 tons of waste shelving glass (equivalent to about 30 stores) generated from obsolete equipment from 7-Eleven stores. We recycled this glass into raw material to produce plate glass, which we then used as glass components for refrigerated display units in stores.
This initiative successfully reduced the use of virgin raw materials during the manufacturing process by approximately 4.8 tons and cut GHG emissions by approximately 2.4 tons. Moving forward, we will continue to undertake collaborations to expand the use of recycled glass.



Utilization of Locally-sourced Timber

The 7-Eleven Fukuoka Momochi store, which opened in August 2024, is a wooden structure utilizing domestically-sourced timber primarily from Fukuoka City in its building framework and interior and exterior finishes. We anticipate a reduction in CO2 emissions during the store's construction, eventual demolition, and etc. of approximately 15% when compared with standard construction methods used to date (lightweight steel frame construction). We are furthermore aiming to contribute to forest regeneration and increased CO2 absorption by utilizing locally-sourced timber, in addition to the reduction effects associated with the construction itself.





Introduction of Environmentally Friendly Packaging

Product containers and packaging play important roles including preserving products and displaying information about ingredients, but after product use, these items become waste. In the “GREEN CHALLENGE 2050” Environmental Declaration, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are promoting the reduction of the environmental impact associated with containers and packaging by pledging to make 50% of the containers and packaging used in original products (including Seven Premium) consist of environmentally conscious materials by 2030, and 100% by 2050.



Plastic Usage Reduction Initiatives

At York-Benimaru, we have devised sales methods for fresh food and delicatessen items that reduce the amount of containers and packaging used, such as selling by weight. In our delicatessen items sales areas, we are increasingly using paper bags rather than plastic containers for selling items such as croquettes and tempura. In some other stores, some products sold in fresh meat and fish sales areas have adopted the method of packing meat and fish for sale in plastic bags without a polystyrene tray.
At Seven-Eleven Japan, the lids on containers of the “Cup Deli” line of salad products have been changed to top-seal types, and the amount of plastic used per container has been reduced by about 30% compared to conventional containers.

Plastic Reduction* in Cup Deli: Seven-Eleven Japan

FY2021	FY2022	FY2023	FY2024
483 tons	529 tons	667 tons	766 tons

* Comparison with the lids on conventional Cup Deli items



Example of packaging without trays (poultry)



“Cup Deli” products with top-seal lids

Denny’s Japan is collaborating with four hotel companies to reduce the amount of plastic used by installing SAWANNA automatic hand towel dispensers at 42 Denny’s restaurants. At Denny’s restaurants, paper hand towels are currently placed mainly at drink bars for customers to take freely. In addition to the need to reduce plastic usage, however, paper hand towels taken to tables in excess of the number of customers and being discarded unused is also an issue. The SAWANNA automatic hand towel dispenser is a system that dispenses wet paper towels when a customer holds their hand under the dispenser, and unlike conventional paper hand towels, no plastic packaging is needed. This initiative has led to a reduction of 60 kg of plastic usage per year in each store where the dispensers have been installed.

Shifting to Recyclable Packaging

In July 2015, we changed the paper cartons used for Seven Premium alcohol products from the previous aluminum carton material to a non-aluminum carton material. This change enables the cartons to be recycled as paper cartons. Moreover, the volume of CO_2 emissions per carton from the raw material procurement and manufacturing process is around 12% lower compared with the aluminum cartons. Therefore, this initiative has resulted in a reduction in CO_2 emissions of approximately 250 tons per year, the equivalent of the CO_2 absorbed by approximately 18,000 cedar trees.



The identification mark also changed from the Paper Mark to the Paper Carton Mark

Use of Biomass Raw Materials

In the fiscal year ended February 29, 2016, Seven-Eleven Japan replaced the original Salad Cup Container sold in the chilled cases of its stores with containers that use environmentally friendly PET made from recycled or biomass PET rather than oil-based PET. Ito-Yokado also uses bioplastics that make partial use of plant-based oil materials for the containers in its cut fruit and boxed lunches.



Salad cup container made with eco-friendly PET



Cut fruit inside a bioplastic container

Adopting "Rice Ink" for Package Printing

In April 2016, Seven-Eleven Japan introduced rice ink for printing the packaging of rice balls sold at its stores. Rice ink is made from rice bran oil, a non-edible part of the plant extracted from rice bran. This ink reduces the Company’s annual CO2 emissions by around 60 tons compared with conventional petroleum-based inks and is therefore aiding in reducing environmental impact (botanical ink is used on some paper packaging). Moreover, the packaging is also contributing to our efforts to promote local production for local consumption by using domestically produced rice bran oil, which is one of the raw materials.



このパッケージフィルム本体には、
環境に優しい植物由来の原材料を
使用し、印刷には、環境に優しい
ライスインキを使用しています。

Product packaging made from plant-derived raw materials and rice ink prints

Introducing Paper Containers

Since June 2020, Seven-Eleven Japan has switched from conventional plastic to paper containers for “chilled boxed lunches.” In addition, by combining paper material for the parts of sandwich packaging that had used film material, we reduced our use of plastic by about 40%.

Plastic Reduction in Chilled Boxed Lunches

FY2021	FY2022	FY2023	FY2024
826 tons	848 tons	886 tons	761 tons

* Comparison with conventional containers incorporating plastics



Paper container for chilled boxed lunches



Packaging that combines paper material within the red frames

Use of Forest Thinning Materials

Certain Seven Premium yoghurt drinks have containers made with Seven Forest thinning materials. Japan has a large number of unmaintained man-made forests that have been left unattended. With many such forests currently not fulfilling their potential as carbon sinks, use of forest thinning materials can contribute to the creation of healthy forests and prevention of global warming.

› See here for further information about Seven Forest (in Japanese)

Introduction of Recycled Materials

Ito-Yokado is introducing recycled trays manufactured by suppliers that have received Eco Mark certification. In addition, some of the Group’s “Seven Premium” private brand products use recycled PET materials as part of the packaging film.

Reducing CO2 Emissions with the Use of Recycled Trays

FY2021	FY2022	FY2023	FY2024
Approx. 2,500 tons	Approx. 2,500 tons	Approx. 2,700 tons	Approx. 3,000 tons



再生トレイ



裏面表示

ペットボトルのリサイクル素材を採用したパッケージ

Environmental Efforts of SEVEN CAFÉ

Many customers support SEVEN CAFÉ, which is promoting environmental considerations in various ways. For example, forest thinning material is used for the outer sleeves for hot beverages. Cups for iced beverages use a compound material that includes recycled PET. We are also working to cut down our use of limited resources, for example by making cups lighter and thinner. We strive to make SEVEN CAFÉ environmentally-friendly.
In the fiscal year ended February 28, 2018, we also developed an antibacterial deodorizer that uses recycled coffee grounds collected from some of our stores. The new product is being used for cleaning at 7-Eleven stores.



Environmental Initiatives of SEVEN CAFÉ



Antibacterial deodorizer that uses recycled coffee grounds

Introduction of Environmentally Friendly Cutlery to All Stores Nationwide

To curtail the distribution of unneeded forks and spoons (cutlery) with the objective of reducing petroleum-derived plastic usage, for some time, 7-Eleven Japan stores have been asking customers whether they require cutlery with their purchases. In addition, we developed cutlery made from 30% plant-derived (biomass) materials, in conjunction with the coming into effect of the Plastic Resource Circulation Act in April 2022, and are deploying this environmentally-conscious cutlery nationwide.
Ito-Yokado is working to reduce petroleum-derived plastics with the use of plastic cutlery made with 25% biomass, including the runcible spoons and forks distributed at checkout counters.

Introducing Packaging for Underwear with Green Nano*

Our Group is changing the packaging for the underwear in the Group's "Seven Premium" private brand products to a green nano material in an effort to reduce CO2 emissions when they are incinerated.

* "Green nano" is a technology developed in Japan to greatly reduce the amount of CO2 emitted during incineration just by adding a small amount of it to the raw materials for plastic

Usage Quantity of Packages Containing Green Nano

FY2021	FY2022	FY2023	FY2024
Approx. 5.0 million	Approx. 4.8 million	Approx. 4.5 million	Approx. 4.2 million

Usage of Environmentally Friendly Containers and Packaging Materials for Original Products

【Usage of Paper and Glass】

Material	FY2021	FY2022	FY2023	FY2024
Paper	20,257t	19,982t	22,550t	21,166t
- Percentage of certified paper	46.5%	52.5%	39.6%	40.3%
Glass	6,441t	6,108t	5,178t	4,442t
- Percentage of recycled glass	69.0%	73.4%	75.4%	78.5%

*1 Calculated from the annual report of the Japan Containers and Packaging Recycling Association

*2 Percentage of recycled glass is calculated from the annual report of the 3R Promotion Council for Glass Bottles

*3 Total of six companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Peace Deli, Akachan Honpo, and Denny's Japan

【Usage of Plastics made from eco-friendly materials】 (Unit: t)

Material type	FY2021	FY2022	FY2023	FY2024
Biomass	901	1,016	1,172	1,153
Biodegradable	1	9	5	595
Recycled	11,110	17,363	25,429	26,933
Total	12,012	18,389	26,607	28,681

*1 Total of six companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Peace Deli, Akachan Honpo, and Denny's Japan

*2 Totals may not add up due to rounding of numbers

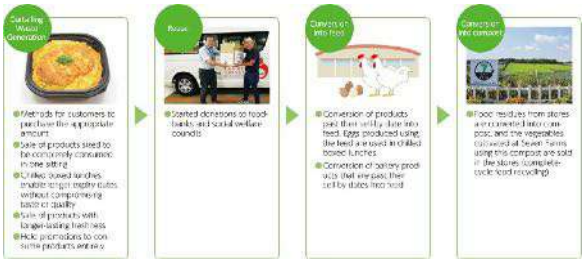
Measures against Food Loss / Waste and Measures for Organic Waste Recycling

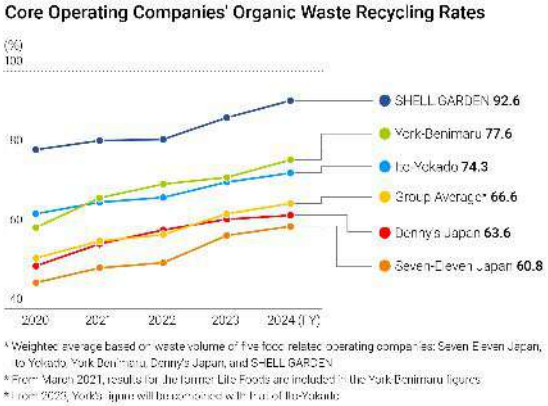
Food accounts for about 60% sales of Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), and the “GREEN CHALLENGE 2050” Environmental Declaration has established food loss and waste / organic waste recycling countermeasures as one of its themes and is promoting initiatives. The “GREEN CHALLENGE 2050” aims to raise the organic waste recycling rate to 70% by 2030 and 100% by 2050, and the amount of food loss and waste* will be reduced by 50% by 2030 and 75% by 2050 compared to 2013.
*Amount generated per one million yen in sales

* Covering five food-related operating companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, SHELL GARDEN, and Denny's Japan

Our Approach to Reducing Food Waste

Initiatives to mitigate actual food waste generation are vital to addressing the societal challenge of reducing food waste. This theme is also positioned as the foremost priority in the fundamental principles of the Basic Act on Establishing a Sound Material-Cycle Society, and our Group is also taking the initiative in mitigating the generation of waste as a foremost priority. We are additionally making efforts to ensure that we can recycle any food waste that is generated.





Amount of Food Waste Generation

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Amount generated per million yen of sales (kg)*	22.35kg	21.01kg	20.28kg	19.83kg	17.68kg	16.68kg

* Five food-related operating companies: Seven-Eleven Japan, Ito-Yokado, York-Benimaru, SHELL GARDEN, and Denny's Japan

Initiatives Across the Entire Supply Chain

Our Group continues to implement initiatives to reduce food loss / waste throughout the entirety of its supply chain. As one example, we are relaxing product delivery deadlines at Seven-Eleven Japan, Ito-Yokado, and York-Benimaru. Until now, our business practice was to use the “1/3 rule,” which entailed delivering products to stores before a third of the period between the date of manufacture and the expiration date had passed. Since 2012, as an initiative for reducing food loss, we have revised this to a “1/2 rule,” which relaxes delivery deadlines by allowing deliveries before half of the period between the date of manufacture and the expiration date has passed, for certain categories of products. In the fiscal year ended February 28, 2023, the target categories for this rule were expanded to include all non-refrigerated processed foods. In addition, for the Group's Seven Premium private brand products, we initiated the modification of expiration date labeling from the previous “date” to a “year and month” in the fiscal year ended February 29, 2020, and had rolled this out to encompass approximately 70% of all products by the fiscal year ended February 28, 2023.



Image showing relaxed delivery deadlines

Initiatives of Each Group Company to Reduce Food Waste

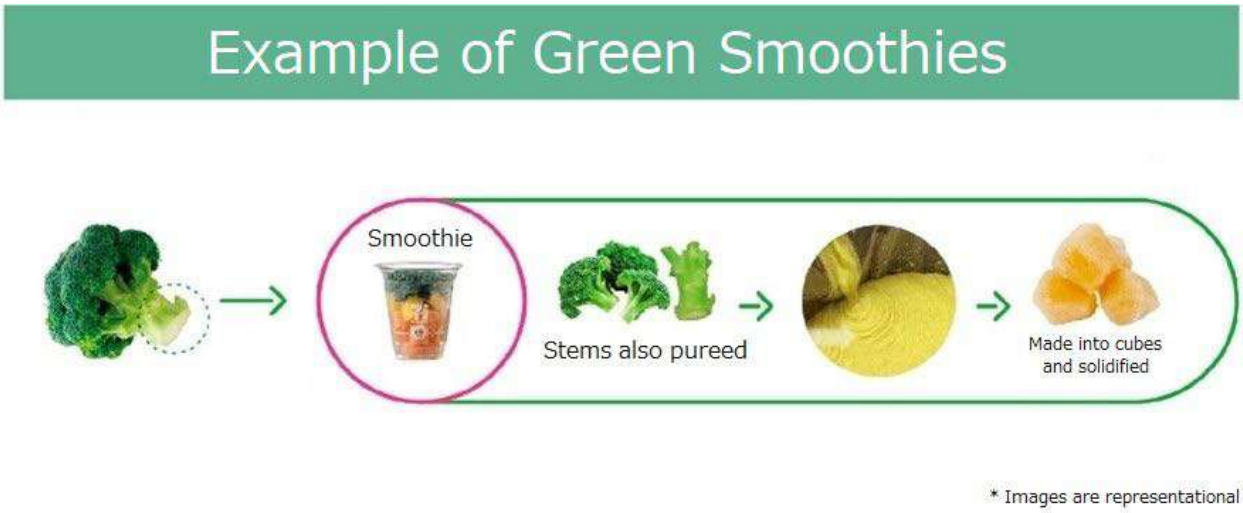
Each Group company is implementing various innovations to reduce food waste in areas including sales methods and products. For example, Seven-Eleven Japan is promoting the "Temaedori" initiative in collaboration with the Consumer Affairs Agency, the Ministry of Agriculture, Forestry and Fisheries, the Ministry of the Environment, the Japan Franchise Association, and the four major convenience store chains. The Temaedori Project is an initiative aimed at reducing food loss by encouraging customers purchasing food items that they plan to eat soon to choose from products placed in an immediately accessible location. This activity has also been expanded to our Group stores.
In addition, Denny's Japan provide menus offering dishes with smaller servings that can be finished comfortably without leftovers. It also provides take-out containers, mottECO, for customers to take the leftovers home, when they wish.
In this way, our Group is also taking the initiative to reduce the generation of waste as a foremost priority, as well as stepping up recycling of food waste already generated. For example, York-Benimaru is converting fish ilium bones discarded by stores into feed. Moreover, 100% of waste oil, such as that generated from the frying oil used to cook delicatessen items at the stores of each Group company, is recycled.

Extending Expiration Dates of Original Daily Products

Seven-Eleven Japan has made technological innovations at the manufacturing factories. Reviewing the manufacturing processes and temperature / hygiene management has made it possible to ensure safety and security as well as improve taste and quality, such as by not using preservatives, along with extending expiration dates (developing products with longer-lasting freshness). Starting with chilled boxed lunches in 2009, Seven-Eleven Japan has extended the freshness of products such as rice ball, gratin and doria, pasta dishes, sandwiches, delicatessen items, and pastries. As of the end of February 2025, about 87% of our original daily products have a sales deadline that is over 24 hours away.

Products That Contribute to Reducing Food Loss

Seven-Eleven Japan launched the Seven Cafe Smoothie at some stores in 2017. By using broccoli stems and fruits that do not meet the standards due to their size or appearance as ingredients without waste, we are contributing to the reduction of food loss.



Donations to Food Banks

Since 2017, Seven-Eleven Japan has been donating inventories to food banks* of processed foods left over as surplus when shops are closed or refurbished. As of the fiscal year ended February 28, 2019, it also entered into the “Agreement Pertaining to Social Welfare Activities through Product Donation” with local social welfare organizations and municipalities and launched similar initiatives. The donated products are distributed through social welfare organizations to organization and facilities that support people such as seniors, persons with disabilities, children, and the needy. As of the end of February 2025, it has concluded collaboration agreements with 47 partners.
In addition, Ito-Yokado has been donating pre-expired foods from some stores to food banks since the fiscal year ended February 28, 2018.

* Organizations engaged in the distribution, to those in need of support, of foods which, despite no quality concerns, could not be put to market or are surplus to households.

Deployment of Eco Distribution

Seven-Eleven Japan has been promoting “Eco Distribution*” since 1994 as a system for appropriate processing and recycling of organic waste. As part of this system, we are endeavoring to recycle food products that have passed their sales deadlines into feed or compost.

* Eco Distribution: Seven-Eleven’s original waste recycling system
A recommended waste disposal provider for franchisees in each region collects all of the waste from Seven-Eleven stores for appropriate processing and recycling.

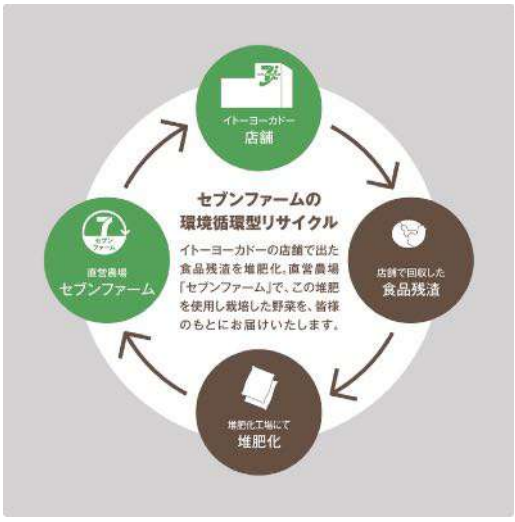
Circular Economy in Agricultural Initiatives

Establishment of Seven Farm

In August 2008, with the aim of enhancing recycling rates and revitalizing local agriculture, Ito-Yokado established “Seven Farm Tomisato” as an agricultural production corporation in Tomisato City, Chiba Prefecture, thereby becoming the first player in the retail sector to engage in “Circular economy in agriculture.” “Circular economy in agriculture” is an initiative for composting food residues (garbage) generated by Ito-Yokado stores and using it as fertilizer at Seven Farms. The produce that is grown at the farms is then harvested and sold at the stores from which the food residues were generated.
As of the end of March 2023, Seven Farm had expanded to 11 sites, 200 ha nationwide, Seven Farm is actively working to acquire certification under Japan Good Agricultural Practice (JGAP), an agricultural production process management technique, and all the 11 Seven Farm locations (as of the end of February 2025) have acquired JGAP certification.



Seven Farms



Seven Farms’ Circular Economy Model

> More details on Seven Farm can be found here (in Japanese)

Awareness-Raising Activities for Reducing Food Loss and Waste

In light of the fact that approximately half of food waste is generated by households, our Group is conducting educational activities to reduce food waste at home. For example, some our Group stores conduct “food drives,” which involve customers bringing surplus food from their households to participating stores, with this food then donated to food banks. Food brought to the stores is distributed to people in need through food banks and social welfare organizations.
Seven-Eleven Japan installed dedicated food drive collection boxes at some stores in October 2023 and conducts food drives in stores. Making nearby convenience stores into collection sites creates an environment that facilitates participation in food drives by customers. In the fiscal year ended February 28, 2025, the implementation area was expanded to 12 cities and one town, and this initiative will be continued in the future.
Ito-Yokado began installing permanent food drive collection boxes in its stores in June 2020. The foods collected at each store are centralized at distribution centers with the cooperation of contracted logistics companies, and then delivered to food canteens for children and persons in need of support through food banks.

Number of Stores with Food Drive Collection Boxes

FY2021	FY2022	FY2023	FY2024
44	75	83	92

Denny’s Japan is promoting initiatives to encourage finishing meals as part of its responsibility as a food service company. For example, currently, 38 local municipals nationwide have registered as stores that promote food waste reduction, such as stores that encourage customers to finish their meals. Additionally, since October 2019, Denny's menu has made it clear that there is a small-serving option for rice that is easy to finish.
Furthermore, the mottECO Project, an undertaking to reduce food loss implemented by Denny’s restaurants, was selected by the Ministry of the Environment as a model business for reduction of food waste over the five consecutive years from 2021. In the fiscal year ended February 28, 2025, the scope of this initiative was expanded to become a 26-organization joint undertaking of industry, government, and educational entities. In this way, we are engaging in new activities of this kind which are of a nature unique to the food and beverages business. These activities are intended to facilitate the spread of, and awareness raising on, a “culture of taking the initiative to bring home one’s leftovers,” by making available dedicated takeaway containers made using environmentally friendly materials, and thus allowing customers who wish to do so to bring home any unfinished food.
In addition to these initiatives at stores, we implemented a food drive at venues including the Head Office of each Group company and selected district offices of Seven-Eleven Japan to encourage social contribution by employees. Donated goods collected are distributed to people in need through food banks.



mottECO poster

Sustainable Sourcing of Raw Materials

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") have established Seven & i Holdings Nature Policy in October 2024, clarifying its commitment to contributing to the realization of nature-positive practices throughout the entire value chain in collaboration with diverse stakeholders both in Japan and overseas. Furthermore, in April 2022, Seven & i Holdings Sustainable Sourcing Principles and Policy was revised to incorporate important elements such as respect for human rights, strict compliance, environmental and biodiversity conservation, and ensuring traceability to the source of production. These efforts aim to realize a society in harmony with nature by achieving the goals of the Group's environmental declaration, "GREEN CHALLENGE 2050." It sets specific sustainable procurement goals, including switching to sustainable raw materials for 50% of the food ingredients used in original products (including SEVEN PREMIUM) by 2030 and 100% by 2050.

Seven & i Holdings Nature Policy >

Seven & i Holdings Sustainable Sourcing Principles and Policies >

“GREEN CHALLENGE 2050” Seven & i Holdings Environmental Declaration >



Approach to Marine Product Sourcing

Our Group is working to sell products for which sustainability is guaranteed, such as those certified by the MSC*, to pass on the rich blessings of the sea to future generations. Further, to fulfill our responsibility as a retail business that connects producers and customers, we are also focusing on conveying the value of these products and the producers’ desires to customers through our stores and websites.

*MSC : Marine Stewardship Council
An organization that operates and manages a system for certifying sustainable and environmentally friendly fishing practices.
https://www.msc.org/en-us/

Sales of MSC-Certified Products

Since October 2018, our Group has been selling MSC-certified seafood products under its private brand "Seven Premium" at various group stores. These products are wild-caught seafood that have been harvested through fisheries that consider marine resources and the marine environment. They are produced by companies that have obtained certification for their management systems in the processing and distribution stages. In October 2022, Seven & i Holdings obtained the 'CoC Certification,' which is a certification for the distribution management of MSC-certified seafood caught through environmentally conscious fisheries. As a result, it has become possible to sell MSC-certified seafood processed in the group's supermarkets (Ito-Yokado, York-Benimaru, York) as certified products.

The ratio of MSC-certified products in Seven Premium's seafood products

FY2021	FY2022	FY2023	FY2024
8.2%	8.1%	9.2%	15.0%



MSC-certified marine product

Ocean Eco-Label : MSC-C-59602

Sales of ASC-Certified Products

At the fresh fish sections of Ito-Yokado and York-Benimaru, we sell products that have obtained ASC* certification, which is awarded to responsible aquaculture practices that consider the environment and society. In October 2022, Seven & i Holdings obtained the 'CoC Certification,' a certification standard for the distribution management of ASC-certified seafood that considers the natural environment. As a result, it has become possible to sell ASC-certified seafood processed in the group's supermarkets (Ito-Yokado, York-Benimaru, York) as certified products.

*ASC: Aquaculture Stewardship Council
An organization that administers and maintains an international certification system related to aquaculture.
https://www.asc-aqua.org/

The ratio of ASC-certified products in Seven Premium's marine products

FY2021	FY2022	FY2023	FY2024
3.7%	3.0%	15.7%	5.0%



ASC-certified marine product

ASC-certified label: ASC-C-03754

Sales of MEL-Certified Products

Ito-Yokado is the first major Japanese retailer to obtain MEL* certification, a certification system for eco-friendly catching and cultivation of marine products. From April 2020, 4 original products—yellowtail, amberjack, red sea bream, and flatfish—were given the MEL mark. With the further certification given to wakame seaweed and ginzake salmon, certified products of a total of 14 varieties of fish are now being sold at 190 Ito-Yokado stores nationwide as of the end of February 2025. Further, to convey the value of these certified products to customers, some stores have installed point-of-purchase ads in fish sections that explain the certifications.

*MEL: Marine Eco-Label Japan
This marine product eco-label certifies fisheries and aquaculture producers that are actively managing fishery resources with consideration for their sustainable use and conservation of the environment and ecosystems, as well as businesses that process and distribute marine products from such producers.
https://www.melj.jp/



MEL-certified marine product

MEL mark



Point-of-purchase ad that explains marine product certifications

Sales of Alaska Seafood Products

Our Group stores actively sell and convey to customers the quality of Alaska Seafood products, which are sourced through environmentally friendly fishing practices. Alaska Seafood is all-natural marine products, and strictly manages resources and fisheries in the region of product origin of Alaska, to ensure that no damage results to the ecosystems which conserve the natural marine resource.
In the fiscal year ended February 28, 2025 Ito-Yokado's food sections sold Alaskan seafood products such as salted red salmon, salmon roe, kinki (rockfish), and menuke (rockfish). Additionally, since November 2022, Alaskan seafood has been used in the hand-wrapped rice balls sold at Seven-Eleven, with the logo mark displayed on the packaging.



Hand-wrapped rice ball made with Alaskan seafood

Alaska Seafood logo

› Alaska Seafood (Alaska Seafood Marketing Institute) website

Approach to Agricultural Product Sourcing

Our Group is promoting the acquisition of GAP (Good Agricultural Practice) certification for safe farm and aptitude management to promote the sourcing of sustainable agricultural products. We also procure certified ingredients, such as those produced with reduced use of pesticide and those made from organic and fair trade ingredients.

Promotion of GAP Certification Acquisition/Sales of Reduced-pesticide Products

At Ito-Yokado's Seven Farms, which are engaged in recycling-oriented agricultural operations, and under Ito-Yokado's original Fresh Vegetables with Traceability and Fresh Fruits with Traceability products, Ito-Yokado aims to ensure safe agricultural produce, correct farm management, and so forth. Therefore, Ito-Yokado has recommended the acquisition of Good Agricultural Practice (GAP) certification.
GAP is an agricultural production management method recommended by the Ministry of Agriculture, Forestry and Fisheries of Japan. It provides a set of standards to be followed in daily farm management to increase food safety and ensure environmental conservation. The minimum necessary levels of agricultural chemicals are used as GAP includes initiatives relating to food safety and environmental conservation.
Moreover, Ito-Yokado and York-Benimaru sell original products that use fewer agrichemicals than the values regulated by law. Examples include the original Fresh Vegetables with Traceability and Fresh Fruits with Traceability products sold at Ito-Yokado. They are grown with fewer agrichemicals and assure traceability of the growing region and growing history. Sales of all foods in the Traceability series including these products in the fiscal year ended February 28, 2025 at Ito-Yokado topped ¥23.1 billion.
Furthermore, the methods and frequency of use of agricultural chemicals vary by region and crop. The Fresh Vegetables with Traceability category and certain other products comprise foods grown with the goal of applying agrichemicals with half or lower of the usual frequency of each growing area (the average number of applications for each crop stipulated by local government organizations and other public bodies).
To expand the range of GAP-certified products, we are promoting the acquisition of JGAP instructor qualifications among the group's product development staff and strengthening collaboration with our suppliers and producers.

Number of GAP-certified instructors in the Our Group

	FY2021	FY2022	FY2023	FY2024
Number of certified instructors*	62	139	100	77

* Employees of Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Denny's Japan, Peace Deli, and Seven & i Holdings
* Total of JGAP fruits, vegetables, and livestock

Ito-Yokado Sales of Fresh Foods with Traceability

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Sales* (100 million yen)	228	246	243	248	216	231

* Approximate number



Fresh Vegetables with Traceability (traceable fresh vegetables with a face of the producer)

Five Promises of Fresh Vegetables with Traceability and Fresh Fruits with Traceability

1. These lines deal with only domestically grown agricultural products.
2. Producers who properly grow vegetables on suitable land are carefully selected from all over Japan.
3. Products are delivered to customers under the name of each individual producer.
4. Discerning techniques and personalities are introduced on the website and on sales floors.
5. Agrichemical reduction targets are set and continuous checks are performed on agrichemicals and radioactive materials.

GAP Initiatives (Excerpt)

Food safety (create and implement rules to maintain food safety)

- Measures for preventing and reducing pollution caused by heavy metals and mycotoxins derived from the environment
- Proper storage and use of pesticides, personal health and hygiene management of workers
- Safe storage and handling of agricultural machinery, etc.
- Prevention of foreign matter intrusion, storage methods for harvested crops, etc.

Environmental conservation (create and implement rules to protect the safety of farms and surrounding environment)

- Prevention of environmental contamination due to pesticides
- Appropriate soil management
- Proper waste/wastewater treatment methods
- Cutting down on unnecessary and inefficient energy consumption
- Creation of measures to mitigate damage due to harmful birds and wildlife, etc.

Sale of Organic JAS-Certified Foods

Under our Group's Seven Premium private brand, we sell organic JAS-certified products such as bamboo shoots and other agricultural products, as well as coffee and other processed foods. Ito-Yokado also sells organic JAS-certified products as original Fresh Vegetables with Traceability products.

Soybean Sourcing

While the demand for soybeans is increasing due to health-conscious trends and the development of soy meat, there are numerous challenges associated with soybean sourcing. These include deforestation and ecosystem destruction for farmland expansion, soil contamination from pesticides, and human rights issues for farm workers. Soybeans are also subject to the European Union Deforestation Regulation (EUDR). Additionally, an analysis based on the TNFD framework conducted by Our Group identified soybeans as a critical raw material, alongside coffee beans and rice, due to their significant dependence on and impact on nature, as well as the large procurement volume within the group.
Starting in 2023, Our Group began using SSAP (Sustainability Assurance Protocol) certified materials from the U.S. Soybean Export Council (USSEC) for the "TOFU BAR" series of the group's original product line, Seven Premium. The SSAP certification sets standards from various perspectives, including traceability to producers, environmental conservation, biodiversity preservation, and consideration of workers' human rights.
In FY2025, merchandising division plans to visit production areas directly with the cooperation of USSEC, hold dialogue with producers, and provide opportunities (supplier engagement) to learn about low-environmental-impact farming methods such as reduced fertilizer use, water conservation, and no-till cultivation.



TOFU BAR made with SSAP-certified soybeans

SSAP certification logo

THE U.S. SOY SUSTAINABILITY ASSURANCE PROTOCOL DIRECTIVES

1. Biodiversity and High Carbon Stock Production Control Measures and Regulations

1.1 Land Use, Sensitive Habitats & Biodiversity

2. Production Practices Control Measures and Regulations

2.1 Soil Health & Productivity

2.2 Crop Health & Agricultural Best Management Practices

2.3 Waste & Pollution

2.4 Greenhouse Gas Emissions, Fossil Fuel Use & Air Quality

3. Public and Labor Health and Welfare Control Measures and Regulations

3.1 Water Quality & Quantity

3.2 Plant Protection & Nutrient Management

3.3 Working Conditions & Labor Relations

3.4 Worker & Public Safety

3.5 Community Relations

4. . Continuous Improvement of Production Practices and Environmental Protection Control Measures and Regulations

4.1 Continuous Improvement

› the website for the U.S. Soybean Export Council (USSEC) SSAP certification

Cacao Sourcing

Under our Group's Seven Premium private brand, we sell cacao and other products that have acquired International Fair Trade Certification, a system that supports the sustainability and living of producers in developing countries.
Furthermore, in January 2024, we joined the Platform For Sustainable Cocoa In Developing Countries, administered by the Japan International Cooperation Agency (JICA), to collaborate and cooperate with various stakeholders involved in cocoa raw materials. This initiative aims to address issues related to human rights and child labor in the supply chain, as well as challenges such as deforestation and land conversion.



Chocolate made with internationally Fair Trade certified cocoa



Mark of the Platform For Sustainable Cocoa In Developing Countries

> The website for the Platform For Sustainable Cocoa In Developing Countries (In Japanese)

Sourcing of Coffee Beans

In our Group, coffee beans are used in a wide range of product categories, from counter coffee in convenience store operations to coffee-related products under the Seven Premium brand. On the other hand, like soybeans and palm oil, coffee beans are considered "forest risk commodities" under the European Union Deforestation Regulation (EUDR), due to the high risk of deforestation and land-use change associated with them. Therefore, in accordance with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), our Group has selected 14 key raw materials through scoping, evaluated their dependence and impact on nature, conducted a LEAP approach analysis for coffee bean sourcing, and disclosed results.

> The LEAP approach analysis based on the Taskforce on Nature-related Financial Disclosures (TNFD)

* Additionally, concerning TNFD, our Group plans to implement initiatives to reduce the impact on nature for other key raw materials selected alongside coffee beans, such as soybeans. As a group that develops businesses centered around "food," we also plan to extend our evaluations to include livestock products and marine products.

Palm Oil Sourcing

Palm oil is widely used in various processed foods as well as in household goods such as detergents, but problems have been indicated, such as destruction of the environment in countries where it is produced and the use of child labor and forced labor on farms. Our Group joined the Roundtable on Sustainable Palm Oil (RSPO) in January 2020. Palm oil that is guaranteed to be sustainable is being used for some of the Group's "Seven Premium" private brand products.

The annual report on our Group's procurements of RSPO-certified palm oil may be viewed at the official RSPO website.

> Annual Communication of Progress (ACOP)

Sourcing of Organic Cotton

In response to growing interest in products that are safe and secure for our customers, and environmentally friendly, our Group has promoted the sourcing of organic cotton for underwear and bedding as part of its sustainable sourcing efforts. Starting February 2020, to convey the value of organic cotton to customers in an easy-to-understand manner, we started selling products with a common symbol displayed that satisfy certain conditions, such as being internationally certified through the Organic Content Standard (OCS) or Global Organic Textile Standard (GOTS).

Organic cotton symbol

Our Group sells women’s 100% Organic Cotton Innerwear products that have cleared strict organic production standards under the Seven Premium private brand. These products are sold at about 80 Ito-Yokado stores throughout Japan (as of the end of February 2025) and its online shop. Only organic cotton that meets U.S. Organic Content Standards (OCS) is used as a raw material in these products. It also sells towels made of organic cotton.



Seven Premium Lifestyle 100% Organic Cotton Innerwear

Animal Products Sourcing

Ito-Yokado's original product "Fresh Meat with Traceability" is designed to deliver safe and reliable products to customers. In cooperation with the producers, Ito-Yokado is committed to providing quality rearing environments, environmentally-friendly feeding, minimizing the use of antibiotics, hormones, and other pharmaceuticals; keeping all the administration record is mandatory.
For the product, our procurement officers/merchandisers check with producers at the production sites to ensure that they are applying appropriate feeding and rearing management. Before the products are sold, various tests are conducted, including agricultural chemical residue tests, as well as soil, feed, and water quality tests, and third-party certification is obtained.
Ito-Yokado also promotes the acquisition of JGAP (livestock) certification in the production area of "Fresh Meat with Traceability." JGAP (Livestock) audit standard consists of 113 items that are important for sustainable farm management, including food safety, considerations for the health of animals (animal hygiene) and a comfortable environment for raising the animals (animal welfare), measures for ensuring the safety of workers, and environmental protection.

Five Promises of Fresh Meat with Traceability

- These lines deal with only domestically grown animal products.
- Producers who focus on quality feed and rearing environments are carefully selected from all over Japan.
- Products are delivered to customers under the name of each individual producer.
- Discerning techniques and personalities are introduced on the website and on sales floors.
- Antibiotics are used as little as possible, and substances and radioactive materials are checked continuously.

Seven initiatives for the Sustainability of Agriculture (GAP)

- Trustworthy Farm Management
- Securing Food Safety
- Ensuring Environmental Protection
- Securing Worker Safety
- Workers' Human Rights and Welfare
- Ensuring Animal Hygiene
- Animal Welfare considerations

> JGAP (Basic - Fruits and Vegetables) can be seen here
> JGAP (Livestock and Livestock Products) can be seen here
> Japan GAP Foundation website can be seen here

*Animal welfare: Rearing of an animal in consideration of its comfort
(Source: Control Points and Compliance Criteria (for Farms) Livestock and Livestock Products 2017)
One of the criteria for JGAP certification is to take measures based on the "Guidelines for Animal Feeding Management Based on the Concept of Animal Welfare."
The "Guidelines for Animal Feeding Management Based on the Concept of Animal Welfare" states that it is important to conduct livestock feeding management with consideration for comfort, comprehensively taking into account the "five freedoms" (i.e. (1) freedom from hunger, thirst and malnutrition, (2) freedom from fear and distress, (3) freedom from physical and thermal discomfort, (4) freedom from pain, injury and disease, and (5) freedom to express normal behavioral patterns) mentioned in the introduction of the OIE (The World Organisation for Animal Health).

Sale of Cage-Free Eggs

An increasing number of customers are concerned about the environment in which animals are raised. In our "Seven Premium Fresh" line, we are mindful of the environment in which chickens are raised. We sell "Traditional Cage-Free Eggs" sourced from hens raised in a free-range environment where they can move around freely. As of the end of February 2025, these eggs are available at all our supermarket stores.



Seven Premium Fresh "Traditional Cage-Free Eggs"

Initiatives for “Nana Chiki” and “Age Dori”

The chickens used to make the Seven-Eleven Japan original products “Nana Chiki” (spicy fried chicken) and “Age Dori” (fried chicken) are raised in spacious poultry farms where the birds have freedom of movement within comfortable and appropriately temperature- and humidity-controlled environments. These low-stress, healthy rearing environments also mitigate the risk of disease, helping us to realize products that are not only delicious but also safety assured and which deliver peace of mind.

Initiatives details

- Poultry raised in spacious facilities which allow freedom of movement and where birds enjoy comfortable, near-natural environments with access to both sunlight and the open air
- Poultry raised in environments which allow them to behave in a natural way, including spaces for uninhibited feeding and drinking, and toys to allow the chickens to relieve stress
- Individual monitoring of the health status of each chicken, including checks for the presence of injuries
- Stringent access management for personnel and vehicles to poultry farms, with disease countermeasures implemented upon entry

Fresh Vegetables with Traceability (traceable fresh vegetables with a face of the producer)

Supply Chain Management (Environment)

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are making efforts to reduce its own environmental impact as well as working together with its business partners to reduce environmental impact across the entire supply chain. Besides requesting that our contractors that are manufacturing original products to comply with the Business Partner Sustainable Action Guidelines, we are also working to save energy at factories and introduce eco-friendly vehicles.



Applying the Business Partner Sustainable Action Guidelines

To ensure that it meets its social responsibilities on matters such as reducing its impact on the environment, Seven & i Holdings formulated the Business Partner Action Guidelines in 2007 and asks business partners to comply with them. In December 2019, to clarify our intention to build a sustainable society together with our business partners, we enhanced items related to human rights and labor issues. Thus we changed the name of the guidelines to “Seven & i Holdings Business Partner Sustainable Action Guidelines.”
“8. Global Environmental Conservation” in the Seven & i Holdings Business Partner Sustainable Action Guidelines defines items such as compliance with environmental laws and regulations, appropriate handling of wastewater and waste, consideration of biodiversity, and proactive use of energy-efficient equipment and eco-friendly technologies, as well as items related to the “GREEN CHALLENGE 2050” environmental declaration.
For our business partners to understand these guidelines for sustainable behavior and take effective action, we are carrying out the following activities, which are primarily aimed at the original products manufactured by the Group companies. In the fiscal year ending February 29, 2020, due to the global spread of COVID-19, we cancelled the on-site briefing sessions on the Seven & i Holdings Business Partner Sustainable Action Guidelines and CSR audits, but from June 2020 we began explaining the Seven & i Holdings Business Partner Sustainable Action Guidelines to business partners with overseas production bases via on-demand distribution, and encouraged them to put them into practice. In addition, from August 2020, we made it possible to view materials in Chinese and five other Asian languages, and from October, we began distributing videos explaining CSR audits with Chinese narration for our business partners in China. In fiscal 2024, we held explanatory meetings on the Seven & i Holdings Business Partner Sustainable Action Guidelines and CSR audits, which were broadcast live and on demand, and 642 people from 396 companies watched the live broadcast. In addition, 953 people watched the recording, and 4,700 people viewed the explanatory meeting materials.

- ◆Awareness and spread: Organizing of briefings
- ◆Confirmation of implementation: Administering of self-check sheet
- ◆Support for implementation: Organizing of compliance training
- ◆Validation of implementation: Conduct of CSR audits and encouraging the taking of corrective action

In March 2025, we also revised the Sustainable Action Guidelines for Business Partners in response to various environmental changes. The updates specifically focus on further strengthening respect for human rights and occupational health and safety, aligning them with international standards. We are communicating these changes to our business partners through informational sessions.

› For details about the Seven & i Holdings Business Partner Sustainable Action Guidelines

CSR Audits and Corrective Measures

Since the fiscal year ended February 28, 2013, our Group has had CSR audits conducted by third-party inspections organizations at the manufacturing factories of our private brand suppliers in developing countries. The CSR audits include everything from items related to human rights and labor issues to inspections of environmental aspects, such as compliance with environmental laws and regulations, management of effluent and chemical substances, and promotion of energy-saving and environmental protection activities.
If the business partner is found to be in conformance upon completion of the audit, we issue a Certificate of Conformity. However, if items not in conformance with the audit items (nonconforming items) are found, the third-party auditing organization will indicate the nonconforming items to the business partner in question. If the audit finds items that do not comply with the audit program (unacceptable items), the external audit organization provides guidance to the business partner concerned. The business partners must submit a corrective action plan (CAP) to the auditing organization within 10 days of the audit being completed, and must take immediate action to improve the items. After receiving a report on the completion of improvements for the relevant items, the completion of improvements is confirmed based on the submission of photos showing the improvements, guarantee documents (evidence) and other materials. However, for factories that exceed certain standards, such as when numerous serious unacceptable items are found, the resolution of issues is confirmed through another visit to perform a re-audit. When correction of the non-compliant items is completed or the third-party auditing organization and Seven & i Holdings judge that the plan contained in the CAP is valid, a Certificate of Conformity is issued to the relevant business partner. The issuance of a “Certificate of Conformity” is a prerequisite for a business relationship to continue. In addition, when a new transaction is requested, we ask that you understand and comply with the “Seven & i Holdings Business Partner Sustainable Action Guidelines” and begin the transaction after a “Certificate of Conformity” has been issued through a CSR audit.

› Further details about CSR audits of business partners can be found here

Promoting Environmental Information Management at Manufacturing Factories

Seven-Eleven Japan has its original daily products manufactured by several contract manufacturers. These manufacturers have organized the Nihon Delica Foods Association, which reports on the CO_2 emissions, waste emissions, and the food recycle rate. It works to ascertain the environmental information of our contract manufacturers and hold study seminars through the “Environmental Promotion Team” (held monthly) under the CSR Promotion Committee of the Nihon Delica Foods Association, where it shares and spread examples from each manufacturer.
221 factories in Japan that are tasked with manufacturing the Group's “Seven Premium” private brand products have acquired ISO 14001 certification for their environmental management systems.

Scope 3*1 Calculation

Seven & i Holdings is working to reduce CO_2 emissions and evaluate its environmental impact at every stage from the supply chain through to sales and consumption, as stated in its Fundamental Policies Relating to Measures to Contribute to the Prevention of Global Warming. To this end, the Group has calculated the CO_2 emissions (“Scope 3”) throughout the entire supply chain following the “Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain Ver. 2.4.” of the Ministry of the Environment. For the fiscal year ending February 28, 2025, we calculated emissions for 9 major Group companies.*2 Our Group supports the comfortable lives of its customers. On the other hand, some aspects place a burden on the environment. We will actively work to expand the supply of renewable fuels and the installation of EV chargers. 7-Eleven, Inc., which sells gasoline, is advancing a sustainable future through targeted priorities, including increased access to alternative fuels, an overall reduction in CO_2e emissions and a continued investment in renewable energy.

※1. “Scope 3”: CO_2 emissions other than those from the company, emitted from its procurement of raw materials and products, transportation, and product use, together with CO_2 emissions from waste disposal processes

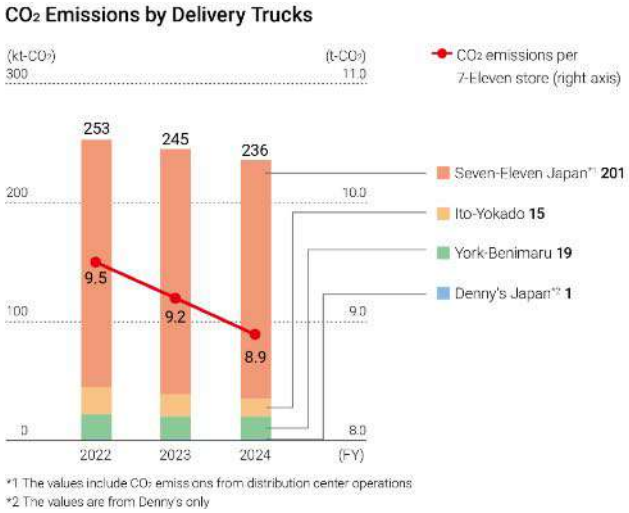
※2. The following 9 companies: Seven-Eleven Japan, 7-Eleven, Inc., Ito-Yokado, York-Benimaru, SHELL GARDEN, Akachan Honpo, THE LOFT, Denny's Japan, and Seven Bank

Breakdown of Greenhouse Gas Emissions throughout the Supply Chain in the Fiscal Year Ending February 28, 2025 (Totals for 9 companies)

Categories	Amount of emissions (t-CO_2)	Composition ratio (%)
Category 1 (Purchased goods and services)	48,326,521	28.3%
Category 2 (Capital goods)	621,710	0.4%
Category 3 (Fuel- and-energy-related activities not included in Scope 1 or 2)	521,449	0.3%
Category 4 (Upstream transportation and distribution)	589,864	0.5%
Category 5 (Waste generated in operations)	653,785	0.3%
Category 6 (Business travel)	18,997	0.01%
Category 7 (Employee commuting)	170,910	0.1%
Category 8 (Upstream leased assets)	-	-
Category 9 (Downstream transportation and distribution)	101,802	0.1%
Category 10 (Processing of sold products)	-	-
Category 11 (Use of sold products)	113,569,594	66.4%
Category 12 (End of life treatment of sold products)	417,106	0.2%
Category 13 (Downstream leased assets)	92,354	0.1%
Category 14 (Franchises)	75,075	0.04%
Category 15 (Investments)	5,764,114	3.4%
Total of Scopes 3	170,923,281	100.0%

Reducing CO_2 Emissions from Deliveries

Seven & i Holdings is asking its partners who deliver products to stores to cooperate with efforts to introduce eco-friendly vehicles, improve fuel efficiency, and reduce store delivery frequencies. Furthermore, progress is also being made in fitting trucks with drive-data terminals that record driving status. Data collected from the terminals is used to provide driver instruction and eco-driving seminars.



Introduction of Eco-Friendly Vehicles (Seven-Eleven Japan)

For its delivery vehicles that convey products to stores, Seven-Eleven Japan is introducing clean diesel engines, compressed natural gas (CNG), hybrid vehicles, and EV trucks and hydrogen-powered fuel cell trucks that do not emit CO_2, with the goal of reducingCO_2 emissions to achieve a decarbonized society.
In March 2018, Seven-Eleven Japan introduced three EV trucks from Mitsubishi Fuso Truck and Bus Corporation, with the scope for introduction of EV trucks currently being further expanded for store deliveries.
Additionally, in April 2019, it introduced two light fuel cell trucks developed by Toyota Motor Corporation. These trucks run on a fuel cell (FC unit) that uses hydrogen to generate electricity, has a maximum loading capacity of three tons, a cruising range of approximately 200 kilometers, and does not emit environmentally hazardous substances during operation. Also, the electricity generated by the FC unit is used to power the refrigeration unit. As of 2024, four small fuel cell trucks are in operation in Tokyo and Fukushima Prefecture.

FY2021	FY2022	FY2023	FY2024
4,424 (out of 6,208)	4,860 (out of 6,169)	5,688 (out of 6,205)	6,084 (out of 6,283)



Small fuel cell truck



EV truck

Delivery Using Biofuel

A recycling scheme that refines used cooking oil collected from 7-Eleven stores and factories that manufacture boxed lunches and delicatessen items to produce biofuel for use in some delivery vehicles that operate within the city has been implemented in Matsuyama City, Ehime Prefecture since 2018.
Also, since December 2024, we have begun to use biofuel produced from used cooking oil collected from school cafeterias, households, and private businesses in collaboration with nine neighboring municipalities centered on Ushiku City, Ibaraki Prefecture in some vehicles that make deliveries to 7-Eleven stores in and around the city. This initiative uses diesel fuel blended with 5% biodiesel fuel made from plant-based used cooking oil. Since plants absorb CO2 during the growth process, this biodiesel fuel results in net zero CO2 emissions in conjunction with use.
In addition, we have been conducting a demonstration test with Mitsui & Co., Ltd. since 2024 to use 100% biodiesel fuel at a joint distribution center (Frozen Kobe Center) in Hyogo Prefecture. This demonstration test uses fuel refined from plant-based cooking oil collected from 7-Eleven stores in Osaka and Kyoto Prefectures, and since it is 100% biodiesel fuel, it is expected to reduce CO2 emissions by 2.6 kg/L compared to regular diesel fuel.



Delivery vehicle that runs on biodiesel fuel

Introduction of Eco-Friendly Vehicles (York-Benimaru)

In February 2023, York-Benimaru commenced deliveries to its stores utilizing “small hydrogen fuel cell trucks.” Going forward, retail, logistics, infrastructure, and vehicle manufacturers will actively work together on managing operations for hydrogen fuel cell trucks and on building energy management systems (creation of optimum hydrogen station operations). As of the end of February 2025, two vehicles were in operation in Koriyama City.



Small hydrogen fuel cell truck

Promoting Introduction of Eco-Friendly Tires

Seven-Eleven Japan is promoting the introduction of eco-friendly tires with low rolling resistance for delivery vehicles. As of the end of February 2025, it have installed ecofriendly tires on approximately 99% of the total fleet.
Moreover, Seven-Eleven Japan has also introduced retread tires. These tires are made from tires that have finished their service life, by removing a certain amount of the rubber surface that makes contact with the road and applying new rubber and tread. In this way, they can be re-used as rear tires for delivery vehicles. Seven-Eleven Japan will promote the use of retread tires to contribute to resource conservation and waste reduction by reusing them.



Retread tires

Introduction of Energy-Saving Equipment at Distribution Centers

Seven-Eleven Japan is promoting efforts to reduce wasteful power usage at its distribution centers, which deliver products to 7-Eleven stores, by introducing “demand controllers” that monitor the electricity usage of each unit of equipment and apply controls to the equipment in use to ensure that the usage does not exceed a certain range at 65 of 164 distribution centers (as of the end of February 2025). Also, the company is installing solar panels, which are energy-creation equipment, at distribution center buildings depending on the conditions. Panels have been installed at 23 centers nationwide, and efforts to curtail environmental impact are progressing.

Participation in Initiatives and Collaboration with External Organizations

Seven-Eleven Japan is promoting efforts to reduce wasteful power usage at its distribution centers, which deliver products to 7-Eleven stores, by introducing “demand controllers” that monitor the electricity usage of each unit of equipment and apply controls to the equipment in use to ensure that the usage does not exceed a certain range at 65 of 164 distribution centers (as of the end of February 2025).
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Solar panels installed on a distribution center

Collaboration and joint research :

Name	Status of Participation	Remarks
Japan Business Federation	Member（LINK: Japanese)	We support the “Challenge Zero” initiative toward carbon neutrality by 2050.
Task Force on Climate-related Financial Disclosures (TCFD) Consortium	Member (LINK)	We have expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In addition, we are committed to our participation in the TCFD Consortium, which was established to promote joint initiatives by Japanese companies and financial institutions that support the recommendations of the TCFD. We are considering ways to improve information disclosure and engage in dialogue with stakeholders.
RE100	Member（LINK: Japanese)	In order to meet the CO_2 emission reduction target which constitutes one of the key themes of our environmental declaration “GREEN CHALLENGE 2050”, we are participating in RE100, an international initiative that aims to use 100% renewable energy for the electricity used in our business activities.
Japan Climate Initiative: JCI	Member (LINK)	We are committed to supporting and participating in the goals of this initiative, “joining the front line of the global push for decarbonization from Japan.” As part of our activities, we endorse the following policy recommendations. ＜Support of JCI policy recommendations＞ ・JCI Message: Addressing two crises through introduction of renewable energy and carbon pricing (April 2023) (in Japanese) ・Ambitious 2030 Target to realize the Paris Agreement in Japan (April 2021) (in Japanese) ・Renewable energy power target to 40-50% in FY2030 (January 2021) (in Japanese)
Japan Climate Leaders Partnership (JCLP)	Member (LINK)	We agree with and support the idea that industry should have a healthy sense of crisis and start taking proactive initiatives in order to realize a sustainable decarbonized society. We were recognized as a regular member in April 2025, and our Executive Officer and Sustainability Development Office Manager is actively involved in JCLP activities as a director. We endorse the following policy recommendations. ＜Support for JCLP policy recommendations＞ ・We presented a proposal to Minister of the Environment Asao calling for the acceleration of GHG emissions reductions and an increase in the share of renewable energy in order to halt the climate crisis and achieve economic growth in Japan. (November 2024) (in Japanese) ・JCLP welcomes Japan’s new 2030 GHG Emissions Reduction Target (April 2021)

Japan Clean Ocean Material Alliance (CLOMA)	Member (LINK)	We have set targets for countermeasures to plastic in our environmental declaration "GREEN CHALLENGE 2050," and our participation is grounded in our conviction that it is necessary to promote joint public-private initiatives toward the resolution of the issue of marine plastics.
Kyoto Beyond SDGs consortiums, Kyoto University	Member（LINK: Japanese)	We are committed to participation in the consortium's initiatives toward resource recycling, energy conservation, and energy creation, as well as initiatives aimed at implementing the SDGs in local communities. Our participation is grounded in our conviction that the initiatives are aligned with the society we are aiming for and can contribute to the creation of an SDGs community in Kyoto City.
Sustainable Future Society Creation Platform, Tokyo University	Member（LINK: Japanese)	This platform pursues the creation of a sustainable society mainly from the perspective of energy systems. The platform contributes to the reduction of CO_2 emissions and the construction of a sustainable society, which is the goal of the environmental declaration "GREEN CHALLENGE 2050.”
SBTN Corporate Engagement Program	Member (LINK)	The SBTN is a collaborative organization of non-profit organizations and businesses that develops and provides methods and resources for setting science-based targets for a sustainable global system based on the activities of the SBT initiative. The SBTN Corporate Engagement Program aims to work with a number of partners, including businesses, to develop a scientific approach to setting targets for the use of natural capital by businesses.
30by30 Alliance for Biodiversity	Member (LINK)	Hosted by the Ministry of the Environment, this is an alliance that aims to achieve the goal of effectively conserving more than 30% of the land and sea as healthy ecosystems by 2030, with the goal of becoming nature-positive by 2030.

Material Issue 4 Achieve a society in which diverse people can actively participate

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") believe it is significant to realize a society in which diverse people with various backgrounds and values, including race, nationality, gender, age, religion, disability, and sexual orientation, can participate actively.

Promoting cross-cultural understanding and supporting the next generation who will create the society of the future will lead not only to the development of society as a whole but also to the provision of products and services demanded by society. We continue to promote initiatives that enable the entire society, as well as our group, to respect various values and lifestyles.

- Relevant policy

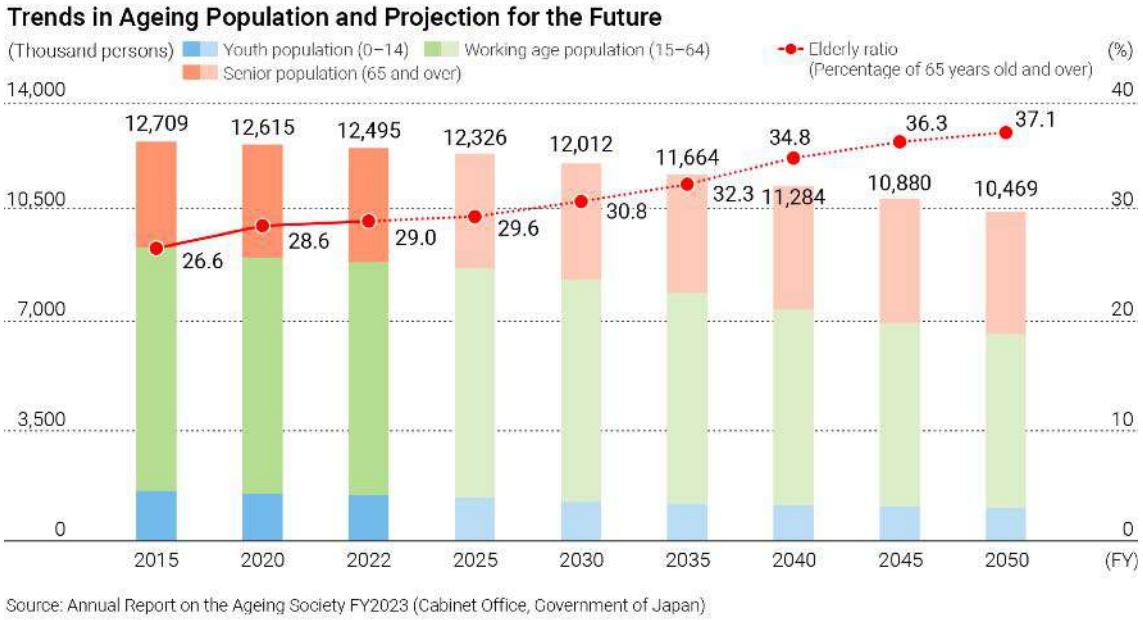
  Seven & i Holdings Corporate Action Guidelines >

  Seven & i Holdings Human Rights Policy >

Background to the Material Issue

Aging Population and Decline in Productive-Aged Population

Japan is experiencing a decline in birth rates along with an aging population, leading to a decrease in the working-age population. While the elderly population continues to grow, it is projected that by 2050, the working-age population will decrease to approximately 55.4 million (a 25.3% decrease from 2022). Supporting the development of the next generation is crucial for realizing a better society.

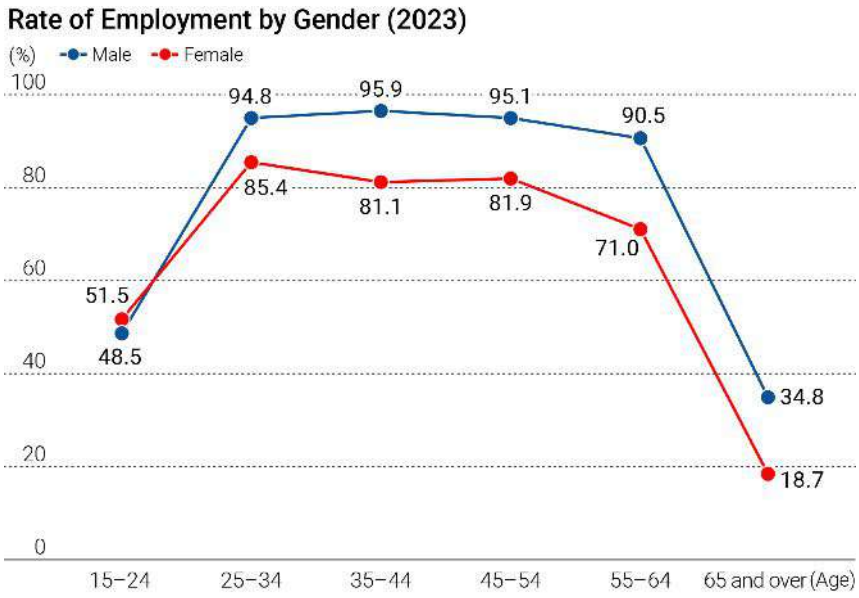


Source: Annual Report on the Ageing Society FY2023 (Cabinet Office, Government of Japan)

Supporting Active Participation of Women

As the working-age population decreases, promoting the active participation of women is essential. However, many women who wish to work are unable to do so for various reasons, such as the inability to balance childcare and work, or the difficulty in finding employment after raising children. Additionally, in Japan, the percentage of women in managerial positions is low compared to the global average: 21.1% for executives, 8.0% for department heads, 11.6% for section chiefs, and 18.7% for assistant managers. Therefore, creating a society where highly capable women can thrive remains a challenge.

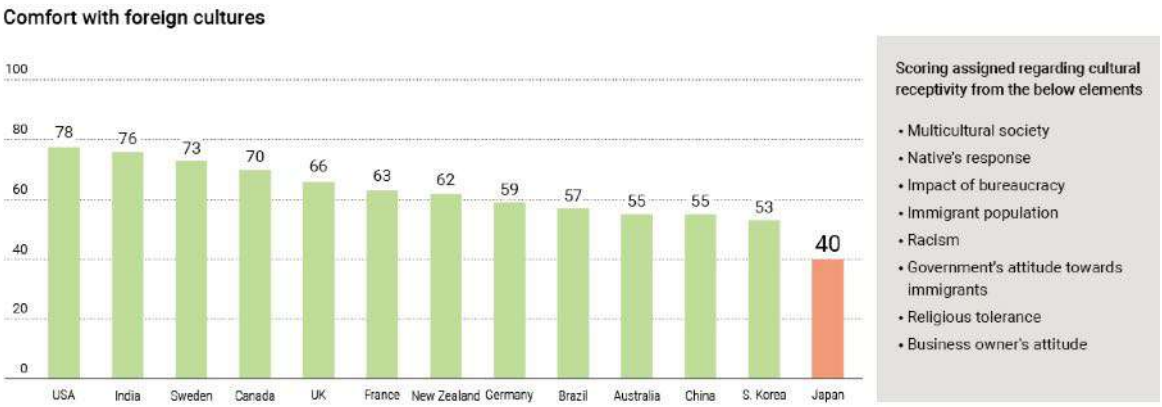
* Source: "Basic Survey of Gender Equality in Employment Management for FY 2022" (Ministry of Health, Labour and Welfare)



Source: 2023 Yearly Average Results, Labour Force Survey (Basic Tabulation) (Ministry of Internal Affairs and Communications)

Receptivity to Other Cultures

Compared to multiple countries, Japan's receptivity to cultures different from one's own is particularly low. To create a society in which diverse people can participate actively, we must respect other cultures as well.



(Note) Based on research relating to "Comfort with Foreign Cultures" by Vijesh Jain of the Institute of Technology and Science
Source: Vijesh Jain, *Multinational Workplaces: War of Culturally Seasoned Minds*, 2015

Contribution to SDGs

By addressing this material issue, our Group will support the active participation of diverse people, including gender equality, and contribute to achieving goals 5 and 10 of the Sustainable Development Goals (SDGs).





Seven & i Holdings' Initiatives

Support the Development of the Next Generation >

Support the Development of the Next Generation

Amid the trend toward nuclear families, there are often fewer people whom parents can easily turn to with questions about raising their children. In light of this, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") offers various types of support through its stores.

Maternity and Childcare Counseling Service

Ito-Yokado has placed maternity and childcare consultation offices. Here, consultants certified as public health nurses and midwives provide free consultations on health during pregnancy and childcare. Each of these facilities offers restrooms equipped with such conveniences as diaper-changing tables, private spaces for breastfeeding, water heaters for milk formula, and toilets for children. In addition, the consultants also collect information on the types of assistance offered by local governments and provide this information to users.

Number of Stores with Maternity and Childcare Consultation Offices

End of February 2022	End of February 2023	End of February 2024	End of February 2025
100	98	95	70



Childcare consultation office

Number of Ito-Yokado Childcare Consultations (Users)

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
224,552	111,326*	137,559	146,210	145,815	124,740

Supporting Pregnancy, Childbirth, and Child-Rearing through Co-Creation with Various Companies

Akachan Honpo is promoting the “with akachanhonpo” co-creation project, an initiative undertaken with various companies to solve social issues related to pregnancy, childbirth, and child-rearing.
For example, the project established a community site on X (formerly Twitter) that enables anyone to feel free to ask questions to midwives and provides free specialized content prepared under the supervision of midwives about physical and mental well-being. The project continues to provide new value by solving issues related to meals and offering support for creating memories for parents and children.
By transcending the boundaries of companies in this way, new products and services are created, providing unprecedented value.

Childcare Support Events

Ito-Yokado holds various events to provide childcare advice and encourage mutual interaction among parents/guardians. The company also actively takes part in events in collaboration with universities, municipalities, and several product manufacturers to maintain and promote the health of mothers, offer techniques for relaxation and rejuvenation, and provide helpful childcare-related information. The overarching theme of the events is “enjoyment at home through public-private-academic partnerships.” Through these events, it is helping to expand community childcare support networks.
Since 2021, Ito-Yokado has also started holding Kids Workplace Experience Tours, where parents and their children can enjoy learning. These tours are events where they can join workplace experience programs at Ito-Yokado and learn about such matters as store development that seeks customer satisfaction and initiatives that are considerate of hygiene management and the environment from the perspective of SDGs. In the fiscal year ended February 28, 2025, these tours were offered at 121 Ito-Yokado stores.





Kids Workplace Experience Tour, where they learn from the perspective of SDGs

Supporting Career Education

To support career education at elementary schools, junior and senior high schools, and universities, our Group cooperates with requests from schools by sending out employees to each school, providing workplace tours, and holding workplace experience programs at its Group stores, where participants have the chance to take part in conducting familiar retail store operations.

7-Eleven Store in Shinagawa Student City

Seven-Eleven Japan has a store in Shinagawa Student City, which has been run jointly by Shinagawa-ku and Junior Achievement Japan since 2003. The concept of Shinagawa Student City is to create a virtual town inside an elementary school, with various companies setting up shops and providing experience of working and society. The children working in the 7-Eleven store experience customer service, store shelf organization, and other operations to learn about the systems of society.



Shinagawa Student City

> More details about the Student City economic activity experience can be found here (in Japanese)

Workplace Experience at Stores

Ito-Yokado accepts workplace experience programs for children, students, and pupils from educational institutions. In addition to providing opportunities to observe food processing operations and experience product display in stores, participants can also engage in activities such as sampling and sales promotions. Through these experiences, they can enjoy the process of thinking and expressing their own ideas, and understand the importance of adhering to basic safety and security measures.

Workplace Experience at Training Center

Our Group training facility, Ito Training Center, provides store shelf organization and food processing experiences, as well as opportunities to provide service from various customer perspectives, such as helping customers in wheelchairs. Through these experiences, students can feel the value of working and the joy of interacting with customers.



Learning about cash registers through hands-on experience at Ito Training Center

Outreach Classes for Company-School Exchange

Seven-Eleven Japan holds outreach classes at an elementary school as a part of the Yomiuri Education Network, which seeks to increase interactions between companies and schools. Through the group work, the children come to understand in a fun way the roles that 7-Eleven plays in society. At the same time, they learn about how the products and services of 7-Eleven, which aims to build stores that are convenient and close to people, have changed (CRM strategy* and response to SDGs) in accordance with changes in society (changes in customers' needs). The class provides a good opportunity for children to think about their society from the everyday perspective of a convenience store.
Additionally, through the familiar 7-Eleven stores located across the country, Seven-Eleven Japan conducts unique outreach classes that provide children, who will shape the future, with opportunities to learn about social issues related to the SDGs, think about solutions, and take action. Applications from elementary schools and other institutions nationwide are accepted through its company website.

*CRM strategy: Customer Relationship Management strategy
This is a management strategy/method aimed at expanding sales and improving profitability through improving customer satisfaction and loyalty.




Outreach class in progress

Support through Free Picture Book, Bonolon, Warrior of the Forest

Since 2005, Seven Bank has cosponsored the publication of Bonolon, Warrior of the Forest, which is a free picture book created with the hope that such qualities in the heart-warming world of Bonolon as kindness and courage will help future generations grow to have enriched minds. The bank also publishes about 3 million picture books annually and distributes them free of charge,* produces large-size picture books, holds storytelling sessions for children, and conducts other programs, promoting communications between parents and children and contributing to the healthy development of children over the 20 years since its launch.

* With the aim of making them readily available for children, parents, and grandparents all over Japan, copies are issued on the 15th day of every even month and distributed free of charge at 7-Eleven stores and Denny's restaurants throughout Japan as well as Akachan Honpo stores.



Storytelling session led by employee volunteers

Support for Dietary Education

Our Group promotes dietary education activities for children through various experiences in order to prepare them to be people who can convey knowledge about foods and practice sound and healthy dietary habits.
For example, some Denny’s restaurants operated by Denny's Japan regularly hold dietary education classes for children. These classes are opportunities for children to learn about how to use chopsticks, knives, forks, and spoons as well as proper table posture and other basic etiquette. They are also opportunities to learn in an enjoyable way through explanations using ingredient-themed panels and quizzes on seasonal vegetables, and more.
In addition, some Ito-Yokado stores regularly carry out dietary education events. At this event, participants learn the importance of well-balanced food through cooking demonstrations and menu suggestions in cooking areas set up in-store, as well as traditional culture such as the Doll Festival through food.



Dietary education class

Material Issue 5 Improve work engagement and environment for people working in Group businesses

Approach to the Material Issue

At Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), more than 150,000 people work. Workplaces include part-time employees, foreign nationals, and employees working short hours due to childcare and family care responsibilities. With this diverse workforce, we recognize that we have a duty as a corporation to support diverse working formats. We support the careers of our diverse employees and strive to create appealing workplaces that make work worthwhile. This enables us to steadily acquire diverse human resources, and also drives us to incorporate completely new ways of thinking and generate new value. It is therefore a source of competitiveness.

- Relevant policy

  Seven & i Holdings Corporate Action Guidelines >

  Seven & i Holdings Human Rights Policy >

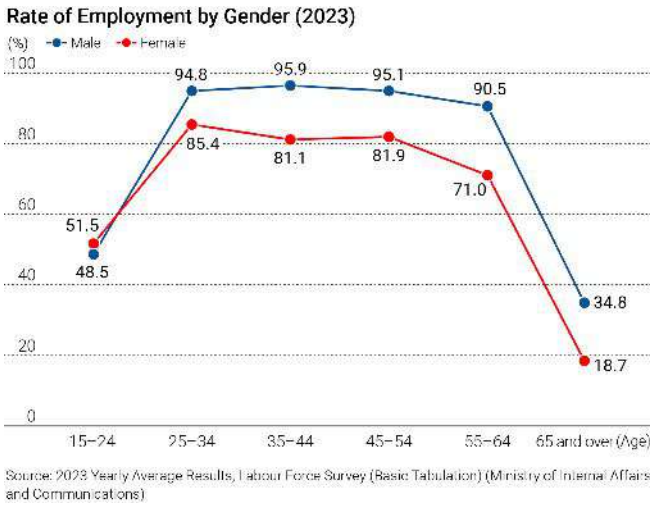
Background to the Material Issue

Supporting Active Participation of Women

With the productive-aged population in decline, it is essential to promote active participation by women. However, many women are denied the opportunity to work, for example, because it is not possible to balance work with childcare, or because they have been unable to return to work after childcare.

In Japan, the percentage of women in managerial positions is 21.1% for executives, 8.0% for department heads, 11.6% for section chiefs, and 18.7% for assistant managers. These figures are low compared to the global average, highlighting the challenge of creating a society where highly capable women can thrive.

* Source: "Basic Survey of Gender Equality in Employment Management for FY 2022" (Ministry of Health, Labour and Welfare)



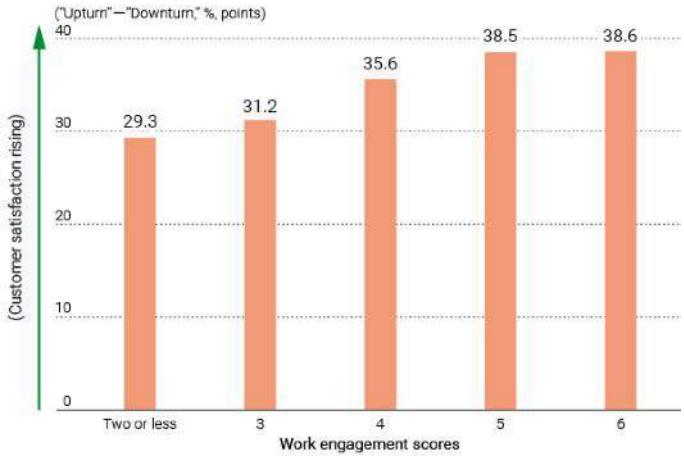
Improve Workers' Motivation

Most workers spend much of their day working at their companies. However, it is said that the motivation to contribute to the company is lower in Japan than in the rest of the world, and the challenge is how to make workers feel more motivated.

Improve Work Engagement

It is believed that there is a positive correlation between the Work Engagement Score, in which people feel pride and satisfaction in their work and are lively and enthusiastic about it, and customer satisfaction. Improving work engagement and environment for people working in Group businesses will lead to higher satisfaction not only for the Group itself, but also for its customers.

Company awareness relating to customer satisfaction levels indicated by respective work engagement scores (all companies)



Source: Independent aggregation by the Policy Planning Division assistant to the Director-General for Policy Planning and Evaluation, Ministry of Health, Labour and Welfare from individual data in the Japan Institute for Labour and Policy Training "Survey on current circumstances surrounding personnel shortfalls and related issues and workstyles etc." (2019)

Contribution to SDGs

By addressing this material issue, our Group will contribute to achieving goals 5, 8, and 10 of the Sustainable Development Goals (SDGs) by improving work engagement and environment for people in the Group's businesses regardless of gender or age.







Seven & i Holdings' Initiatives

Human Capital Initiatives >

Culture & Engagement Survey >

Diversity, Equity, and Inclusion (DEI) >

Support for Enhancing the Abilities of Employees >

Achieving a Work-Life Balance >

Consideration for Employee Health and Occupational Safety and Health >

Assuring Fair Assessment and Treatment of Employees >

Sound Labor-Management Relations >

Response to Customer Harassment >

Culture & Engagement Survey

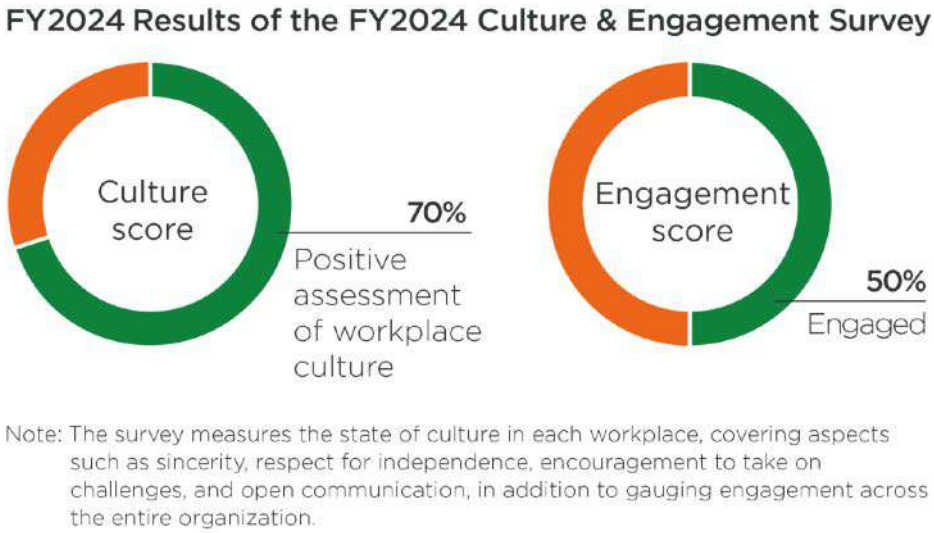
Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") consider employees to be an important human resource asset supporting the enhancement of corporate value. We believe that employees' heightened engagement and desire to contribute leads to our organization's vitalization and strengthened competitiveness. Therefore, we conduct employee engagement & culture surveys with the aim of creating employee-friendly workplaces with job satisfaction.

Outcomes of the Culture & Engagement Survey

In the fiscal year ended February 28, 2025, we implemented the Culture & Engagement Survey for approximately 59,000 employees at 26 companies in Japan (including monthly salaried full-time and hourly wage full-time employees as well as part-time employees). Survey scores on unique survey items inquiring into cultural statuses (covering integrity, respect for autonomy, encouragement for taking on challenges, cultural openness, etc.) and scores relating to engagement are tallied to create a visualization of the various statuses. The result was an average percentage of positive assessments in questions dealing with cultural statuses of 70% and an engagement score of 50% (both for monthly salaried full-time employees).
The survey is conducted once every year with the next survey scheduled to take place in the second half of the fiscal year ending February 28, 2026.

Number of Employees Targeted under the Culture & Engagement Survey

	FY2023	FY2024
No. of targeted employees	approx. 67,000	approx. 59,000



*The culture scores and engagement scores are the results from monthly salaried full-time employees, which are given as one example.
*Employees were asked multiple questions about their sense of belonging to the company and desire to contribute, and required to identify one of six levels. This is the ratio of employees who gave affirmative replies in the top three levels.

*Employee engagement is defined as employees' feelings about doing one's best and not giving up until delivering results above expectations with the "feeling that each and every employee is always playing a leading role," and "pride and passion in everyone's work." This is ascertained via four questions incorporating the two perspectives: 1. Whether employees strongly wish to remain at the company; and 2. Whether they will work harder than what is expected of them in the course of their duties. A concurrent analysis of factors toward improving engagement is also implemented. We used an external research organization in conducting the survey, and are currently implementing measures for improvement following a comparison with other companies globally.

Promoting Improvement Activities

Our Group is committed to improving engagement by endeavoring to create workplace environments conducive to working comfortably and which provide job satisfaction and motivation for diverse human resources. The employee engagement survey has been implemented since 2018 to visualize the statuses of the organization and, from 2022, this survey was developed into the Culture & Engagement Survey, which is used to identify challenges faced by companies and their employees and to carry out improvement activities. We believe that fostering a culture of continuous challenge and innovation and enhancing the engagement levels of individual human resources as well as their willingness to contribute will promote organizational vitality and strengthen our competitiveness as a company.
In the fiscal year ended February 28, 2022, we established Engagement Improvement Committees at each of our Group companies. These committees are chaired mainly by the heads of personnel departments, with members selected from a diverse pool of human resources. They conduct analyses and identify and collate the issues from the outcomes of the Culture & Engagement Survey to formulate measures for the fostering of culture and improving engagement, while regularly monitoring the implementation of these measures. They also reports the survey results and the status of initiatives to the Board of Directors of Seven & i Holdings as well as the Management Councils at each Group company. We are continuously implementing measures while actively using feedback received from employees, encompassing dialogues between management and employees at Group companies, refurbishment of the employee canteen at the Seven & i Holdings Head Office, adoption of systems to support both employee's work and lifestyles, and other measures towards improving engagement. In conjunction with these efforts, we are leveraging the sharing of case studies of good practices and promotion of mutual understanding through these committees to promote further activities.
We will actively endeavor to work toward fostering corporate cultures in which companies and employees can grow in a sustainable manner, where employees are satisfied and engaged with their jobs and work in comfort, and where diverse opinions are respected.

Cooperation with Members of the Engagement Promotion Committee

At Ito-Yokado, top management, store managers, and leaders of each division clarify the management philosophy and vision, embodying these principles while fostering a fulfilling and rewarding work environment. Starting in FY2025, we will appoint promotion committee members at each store and department to work alongside leaders in activities aimed at enhancing employee engagement. By nurturing individuals who can think and act independently, we are strengthening the foundation for improved engagement. We are also committed to leveraging the diversity of our employees and creating an environment where their voices are heard.

Promotion of Dialogues with Management

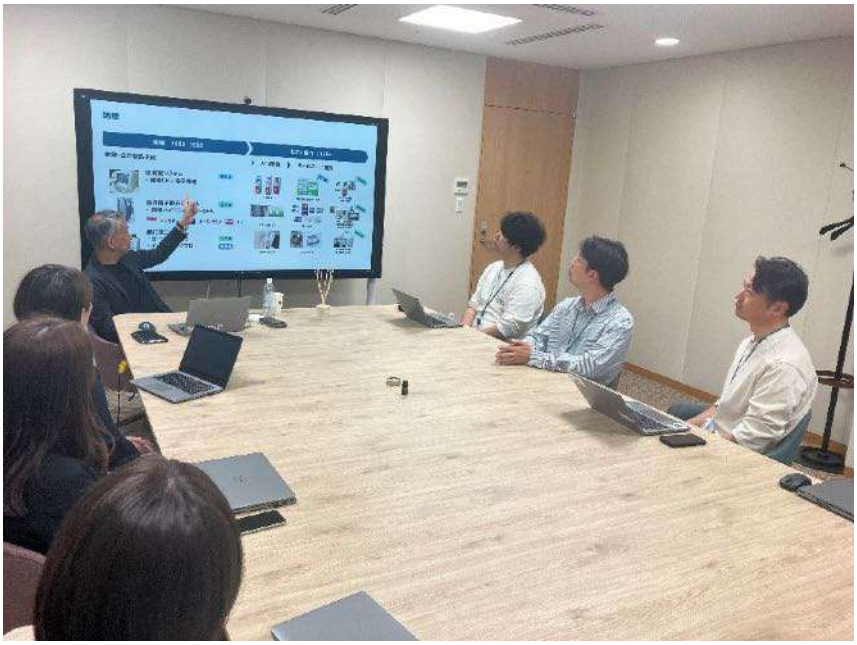
Each Group company place great emphasis and importance on venues for direct communication between management and employees to ensure that each and every employee understands the future orientation they are aiming for and has a clear and distinct vision of their aspirations.
Seven & i Holdings actively provides opportunities for direct dialogues between management and employees.



Direct communication with management (Seven & i Holdings)

Hosting of Town Hall Meetings

Seven Bank holds Town Hall meetings, at which employees, the President, and executive officers engage in dialogues on a variety of topics. All employees, including those at subsidiaries, are eligible to participate in these meetings, which involve groups of around eight employees per Town Hall meeting exchanging frank views with the President and executive officers on ongoing initiatives to realize the Seven Bank Purpose and on the challenges faced by those working on the frontline. In the fiscal year ended February 28, 2025, a total of around 100 meetings were held, at which around 500 persons participated.
This initiative is providing opportunities for employees to put into words their feelings about their work and to share these with the President and other members of the company and is thereby successfully facilitating increased motivation among employees.



Creating a Culture for Nurturing Autonomy and Empathy through Dialogue and Institutional Reform

Based on the results of the engagement survey, Akachan Honpo is focusing on dialogue to expand communication with employees.
Based on the opinions received, we have revised our personal appearance standards. In addition, as measures connected to improving work-life balance, we have developed a system that allows employees to take paid leave in hourly increments and revised our employee group system into one that is not premised by relocations.
We are also working to foster a corporate culture in which everyone can appreciate one another's autonomous efforts. This includes initiatives that create opportunities for employees to proactively propose specific areas they want to tackle and laud actions that lead to value creation. By creating an environment where candid opinions can be freely exchanged, it aims to enhance systems that contribute to individual work-life balance under the common goal of "making the company even better."
Additionally, to promote dialogue within each store department, it conducts training for department heads on how to interpret engagement scores. This training helps make engagement more relatable, creating opportunities to incorporate it into daily actions and tasks. Department heads lead efforts to understand the current state of their departments and implement improvement actions within their teams.
Moving forward, it will continue to spread these initiatives throughout the departments and the entire company to further enhance employee engagement.

Diversity, Equity, and Inclusion (DEI)

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are building an organization in which diverse human resources are motivated to demonstrate their abilities and in which the company and employees can grow together by strengthening the linkage between management strategy and human resource policy. Employees with a diverse range of attributes, experience, and knowledge work at each of the Group's workplaces. Seven & i Holdings supports the activities of this diverse workforce and strives to build work environments that enable employees to work with satisfaction. We also recognize that such an approach leads to improved productivity and the securing of human resources and in turn to the improvement of customer satisfaction and generation of innovation, as well enhancing our competitiveness.



Targets and Steps for Promoting DEI

To promote DEI, Seven & i Holdings established the Diversity Promotion Project in 2012 and set five targets, including for the ratio of female managers. Thus, after establishing the promotion structure in FY2012, we have pursued various initiatives, such as those for the empowerment of women, a revision of personnel system operations, as well as initiatives to raise the awareness of management-level employees, support the balancing of work and family care responsibilities, and promote understanding of LGBTQ+ issues. To strengthen our DEI activities, and especially initiatives relating to the promotion of the activities of women, in May 2021 we joined the 30% Club Japan and set a new target of raising the ratio of female executive officers to 30% by the end of February 2026. At the same time, we have also reviewed working formats for greater productivity, focusing on rectifying long working hours, which have been a barrier to the further advancement of diverse human resources, and on achieving employee work-life balance.

Diversity Promotion Targets

1. Ratio of female executive officers: Raise to 30% (by the end of February 2026) *1
   Ratio of female managers: Raise to 30% (by the end of February 2026)*2
2. Encourage male employees to participate in housework and childcare
3. Eliminate retirements resulting from need to provide family care
4. Promote normalization
5. Encourage understanding of LGBTQ+

*1 Totals are for four companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, and York-Benimaru

*2 Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, Denny's Japan, THE LOFT, and Seven Bank

System to Promote DEI

Based on the commitment of top management, Seven & i Holdings established the "Seven & i Holdings DEI Promotion Project" (initially the Diversity Promotion Project) within the Corporate Ethics and Culture Subcommittee under the Sustainability Committee (at the time, the CSR Management Committee) in 2012. This project is responsible for formulating policies for the group's DEI promotion activities, planning and executing cross-group initiatives, and setting individual goals tailored to the characteristics of each group company. Since 2022, the group companies have set target values for metrics such as the ratio of female hires and registrations, and the ratio of female managers. They have also started using action plan sheets to regularly check achievements, progress, and challenges. Additionally, the DEI Promotion Liaison Meeting, which gathers diversity promotion officers from the nine major group companies, is held regularly to share the group's DEI policies, the progress and challenges of each company's promotion activities, and to horizontally deploy best practices across the group.
Since 2023, DEI Information Sharing Meetings have also been held to strengthen collaboration among HR and DEI administrative personnel within the group companies. The content of these activities is regularly reported to the Corporate Ethics and Culture Subcommittee, which gathers HR managers from each group company, and the Sustainability Committee, which includes the presidents of each group company, aiming to permeate and materialize DEI activities throughout the entire group.

› Website for the Declaration on Action by a group of male leaders who will create “A Society in which Women Shine” (Gender Equality Bureau, Cabinet Office)

Supporting Active Participation of Women

Career Development Support for Women

Seven & i Holdings continues to undertake initiatives that support women’s career development as part of positive action. As a recent initiative, in 2021 we launched the Women Encouragement Seminar to provide Group-wide training aimed at fostering female manager candidates. Female employees from about 20 Group companies take part in the seminar.
During this seminar, members of management speak on such topics as the Group’s management policy and philosophy, and convey messages of support to participants, who subsequently discuss these with their fellow participants. Holding the seminar in an entirely online format allows participation from all regions of Japan, regardless of area, and female employees working shorter hours due to childcare responsibilities can also participate. This initiative, whereby participants hear accounts from perspectives and frames of reference differing from those encountered in their everyday work serves as an opportunity to enhance their desire for growth. At the same time, the discussions among fellow employees with diverse academic and career backgrounds and jobs serve as an opportunity for participants to think about their own careers, with the copious feedback received including such comments as “I was encouraged by the words of women working in the same Group” and “I was inspired.”
In addition, we launched Women Leader Empowerment Sessions as a means to promote appointments of female executive officers from 2022. At these sessions, which target female management employees as executive officer candidates, we reinforce the type of leadership that suits each individual, empowering these women for future growth and challenges. Another goal is to forge connections between attendees.

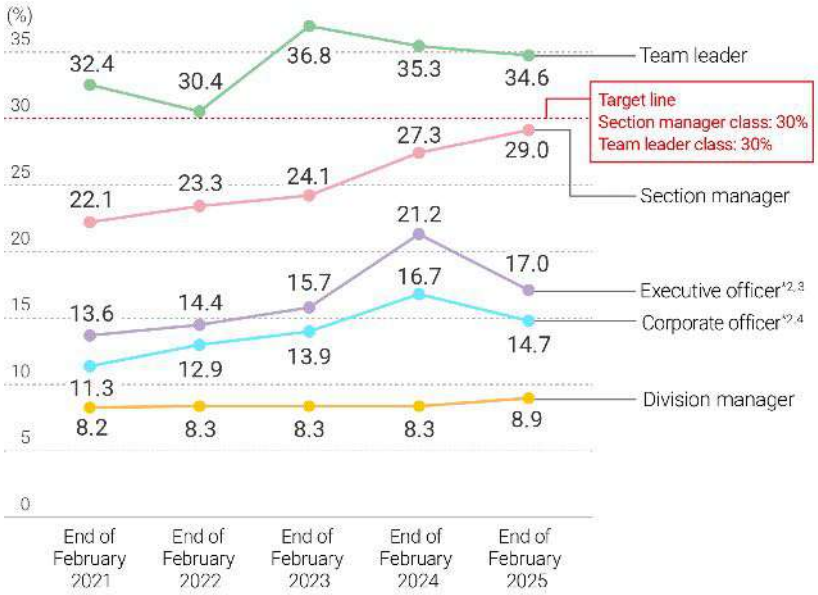


Women Encouragement Seminar

Changes in the Ratio of Female Managers

Our Group is working to promote women and further bolster personnel training to meet the goal of a 30% ratio of female managers, one of our targets for diversity promotion. As of the end of February 2025, the ratio of female managers is 34.6% at the Team leader level and 29.0% at the section manager level. There has also been progress in changing awareness, and there are now many managers playing an active part while raising children, as well as those who participate in the short working hours program. We are continuing to nurture and promote women at the Group companies through training for managers and executive candidates and the sharing of career plans with supervisors during individual meetings.

Trends in the Ratio of Female Managers*1



*1 Total for eight Group companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, THE LOFT, Akachan Honpo, Denny's Japan, Seven Bank. However, the figures through FY2022 include Sogo & Seibu, and exclude THE LOFT
*2 The total for four Group companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru) as of May 31 of each year. However, the figures through FY2022 include Sogo & Seibu and York
*3 Excluding directors who are executive officers
*4 Corporate Officer is the total of directors, auditors, and executive officers

General Employers Action Plan pursuant to the Act on the Promotion of Women's Participation and Advancement in the Workplace (in Japanese)

- Seven & i Holdings
- Seven-Eleven Japan
- Ito-Yokado

Gender Pay Gap

Seven & i Holdings has no gender gap in its personnel system, and in its wage program, compensation reflects the role and contribution of each individual regardless of gender. However, the average age and percentage of management positions at each group company are higher for men than for women, and more women choose to work shorter hours or work in limited regions in order to balance work and family life, such as childcare. In order to eliminate the differences, we are continuing our efforts to create a comfortable working environment for employees by encouraging male employees to take childcare leave and reducing long working hours, as well as to support and develop the careers of female employees and actively promote them to management positions.

Gender pay gap (Year ended February 28, 2025)

Name	Gender pay gap(%) *1, 2		
	All employees	Regular employees	Part-time workers Fixed-term workers
Seven & i Holdings	79.1	77.2	85.7
Seven-Eleven Japan	60.0	78.1	76.8
Ito-Yokado	63.5	73.7	101.1
York-Benimaru	51.9	68.1	132.4
Seven Bank	74.0	79.2	53.6
Akachan Honpo	57.2	72.1	110.2
Denny's Japan	65.2	79.2	100.6
THE LOFT	72.2	76.7	123.6

*1 Calculated in accordance with the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64, 2015).
*2 Gender pay gap represents the ratio of women’s wages to men’s wages. There is no difference in treatment based on gender in the wage system.

Fostering a Culture Where Diverse Human Resources Can Play an Active Role

Our Group is working to foster a culture where women and other diverse human resources can play active roles by conducting community activities and training targeting various levels within the Group.

Training and Awareness-raising for Management

Seven & i Holdings has continued to hold the Diversity Management Seminars since 2014 as a Group-wide initiative to emphasize the importance of diversity, equity, and inclusion and to raise awareness on the management of diverse human resources. At the outset, these seminars primarily targeted people in management positions, but were later expanded to include other employees. As of 2021, they have also been offered online. A cumulative total of 7,400 people from all Group companies had participated in the seminars up to the end of February 2025. Seminars led by outside lecturers, covering themes including diversifying work styles, unconscious bias, organizational development, and leadership have been held to date, to provide the opportunity for participants to think about diversity from a number of different perspectives. We have established a section on our internal site to showcase information on advancement of DEI, which is intended to facilitate regular awareness-raising initiatives.
At our Group companies, we are promoting understanding among managers of the significance of DEI as well as a diverse array of work styles, including balancing work with childcare and family care responsibilities to further train managers to make good use of their diverse human resources. For example, starting in 2021 Seven-Eleven Japan has been inviting outside lecturers to begin training on the subjects of diversity and unconscious bias with the goal of encouraging understanding among managers. It has also been providing training for managers since July 2021 on normalization support. This aimed at creating opportunities to deepen managers' understanding of colleagues and subordinates with disabilities and to learn about how to deal with customers who have disabilities or cognitive impairments.
In its level-based executive training, Ito-Yokado is implementing sessions on the management of diverse subordinates, including the importance of workplaces where diverse employees can apply themselves, the understanding of programs for supporting the balance between childcare and family care with work, and the evaluation of employees in the short working hours program.

No. of Diversity Management Seminar Participants (Cumulative Total)

End of Feb. 2022	End of Feb. 2023	End of Feb. 2024	End of Feb. 2025
Approx. 5,700	Approx. 6,300	Approx. 7,100	Approx. 7,400

Awareness-raising of LGBTQ+ Rights

Seven & i Holdings revised the Corporate Action Guidelines in 2016, to expressly specify the “Forbidding of Discrimination Due to Sexual Orientation or Sexual Identity.” A variety of educational and awareness-raising activities aimed at promoting understanding of LGBTQ+ issues are also ongoing. These include the hosting of seminars for Group company employees and the production of a booklet with basic information on LGBTQ+ issues.
In March 2024, Seven & i Holdings and Seven-Eleven Japan instituted a partnership system that provides same-sex partners with the same celebratory/bereavement and vacation benefits as those of straight couples. In addition, as of 2024, the head of Human Resource Division at Seven & i Holdings and the leader of our Group DEI Promotion Project became supporters of the “Pride 1000,” an ally network of corporate management.



Takuya Enomoto
Executive officer, the head of Human Resource Division
Seven & i Holdings Co., Ltd



Keiko Fujimoto
Executive advisor
Seven-Eleven Japan Co., Ltd

Support for Active Participation of Seniors and Non-Japanese Employees

Our Group companies have a system for rehiring employees after mandatory retirement, providing an opportunity for experienced workers to use their skills and abilities.
For example, in response to employees who wish to continue working after retirement, Ito-Yokado introduced the "Reemployment System after Retirement" in 1995, which allows employment to be extended until the age of 65. The system is designed to accommodate diverse working styles, allowing employees to choose from three different patterns of working days and hours based on their preferences. In April 2006, a system was introduced that allows part-timers to work until the age of 65, with 7,184 senior part-timers currently active. Furthermore, in May 2017, the system was expanded to allow employment to continue until the age of 70. Additionally, 866 foreign employees are also actively working.
Amid the low birthrate, aging of society, and shrinking working-age population, Seven-Eleven Japan is creating employment opportunities for seniors who want to work. For seniors recruited by stores, including franchised stores, head office instructors give careful and considerate explanations of how to handle equipment and deal with customers to allay their fears about operating the cash registers. The ratio of employees of non-Japanese nationality working at stores, including franchised stores, is also increasing. As of September 2020, we have implemented a program known as our “Hospitality Training,” which provides lectures to foreign students and other non-Japanese employees on the basics of Japanese culture and customer service.

No. of Senior Part-Timers/Non-Japanese Employees: Ito-Yokado

	End of Feb. 2022	End of Feb. 2023	End of Feb. 2024	End of Feb. 2025
Senior part-timers	7,359	7,269	9,100	7,184
Non-Japanese employees	1,038	1,273	1,078	866



Job Seminar for Seniors (Seven-Eleven Japan)



Hospitality Training (Seven-Eleven Japan)

Promotion of Foreign Nationals and Mid-career Hires

Our Group has long actively promoted overseas employees to local management positions. Our new Medium-term Management Plan announced in July 2021 calls for the strengthening of global strategies, leading us to hire external personnel with the specialized knowledge and experience (experienced personnel). Further, in response to changes in labor markets occurring in tandem with rapid social developments, our Group companies are revising current personnel systems to enable a diverse array of employees to appropriately utilize their knowledge and experience in any given situation.
Our Group works to create an environment where our diverse range of employees of various backgrounds, regardless of their nationality or initial employment status (new graduate or mid-career hire), etc., can demonstrate their abilities. We evaluate their abilities and achievements fairly and promote them to management positions where appropriate.

Number of Experienced Hires

End of Feb. 2022	End of Feb. 2023	End of Feb. 2024	End of Feb. 2025
205	183	293	215

* Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, THE LOFT, Denny's Japan, Seven Bank. Also, the figures through the fiscal year ending February 28, 2023, include Sogo & Seibu, and exclude THE LOFT.

Promoting Employment of People with Disabilities

Seven & i Holdings is assisting people with disabilities to demonstrate their abilities at their workplaces based on its commitment. Providing an environment where everyone can play an active role, each Group company consults with employees with disabilities to determine the workplaces, jobs and working hours that are suitable in consideration of the level and details of their disability and their own preferences. In this way, people with disabilities work in various divisions.
In recruitment, we coordinate with local special-needs schools and pre-employment transition centers for individuals with special needs to provide onsite training in stores and participate in job interviews organized by employment agencies. Furthermore, all Group companies are provided with the Seven & i Holdings Normalization Support Guide, which contains basic knowledge and practical recruitment methods when employing people with disabilities, to ensure that all recruitment and training personnel of the Group companies understand disabilities.

*1 Calculated in accordance with the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64, 2015).
*2 Gender pay gap represents the ratio of women’s wages to men’s wages. There is no difference in treatment based on gender in the wage system.

Promotion of the Employment of People with Severe Disabilities

In 1994, Terube, Ltd. was established with joint funding of five companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, and Denny's Japan) and the city of Kitami in Hokkaido. Terube is a special subsidiary founded to promote the employment of people with severe disabilities. As of June 1, 2025, Terube employed 22 people with disabilities, and the Group's employment rate of people with disabilities*, including Terube, was 3.23%. The target for the fiscal year ending February 28, 2025, is for all Group operating companies to meet the statutory employment rate for people with disabilities.
In recognition of its efforts in the 23 years since its founding to practice normalization with the aim of creating workplace environments amenable to people with disabilities, Terube became the commemorative first company to be certified as the Employer Promoting the Active Roles of Persons with Disabilities in 2017, the first year that certifications were issued by the Japan Association of Employers of Persons with Disabilities.

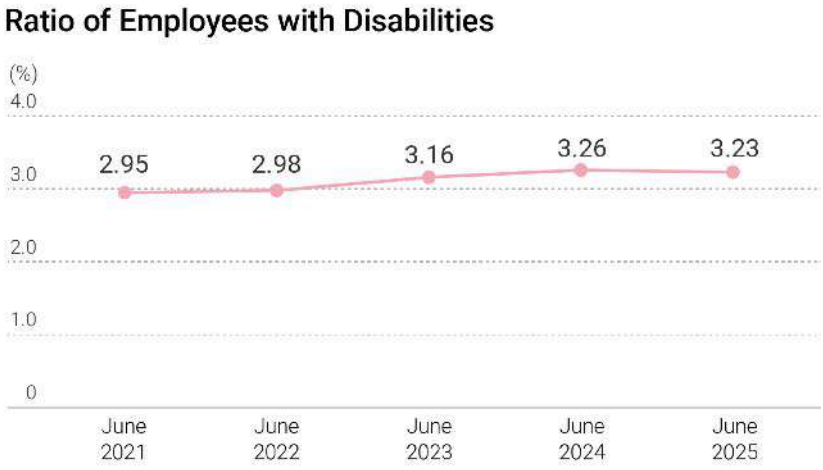
* The Group’s employment rate of people with disabilities covers the five companies of Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Denny's Japan.



Special subsidiary, Terube Ltd.



Certification No.1 : Employer Promoting the Active Roles of Persons with Disabilities



* The ratio of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terube (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Denny's Japan.

Implementation of Employment Support Training in Collaboration with Administrative Authorities to Promote the Employment of People with Disabilities

Seven-Eleven Japan conducts employment support training in some areas involving "Seven-Eleven Work Experience," "Customer Relations Training," and "Classes on Learning from Graduates to Prepare to Become a Working Adult" for teachers and students at special-needs schools as part of its support for the employment of people with disabilities in collaboration with administrative authorities throughout Japan.



Employment support training "Seven-Eleven Work Experience"

Support for Employment Stability of Employees with Disabilities

Seven-Eleven Japan promotes the acquisition of qualifications to support individuals with disabilities in adapting to the workplace and continuing to work stably as a measure to retain employees with disabilities in the workplace. Various initiatives have been promoted, with 106 employees having been certified as "Employment Counselors for People with Disabilities" and 22 employees certified as "Job Coaches (in-house workplace adjustment supporters)" as of the end of February 2025. These job coaches (in-house workplace adjustment supporters) with specialized knowledge provide training and endeavor to create great places to work.

In addition, our Group also supports smoother communication by offering sign language classes for employees. In October 2022, the company received the Governor of Tokyo Award in the Excellent Company Awards for Employment of Persons with Disabilities presented by the Tokyo Metropolitan Government, in recognition of this series of initiatives.

External Recognition

Seven & i Holdings has established specific targets for promoting the active role of women, and the entire Group has worked together to make progress on the targets. The Group's initiatives and the proactive appointment of female managers have received high recognition by outside parties.

Major recognition by outside parties

- 2014 Empowerment Award (Japan Productivity Center)
- 2015 Prime Minister's Award at the Leading Companies Where Women Shine Awards (Cabinet Office)
- 2015 Corporate Activity Award (Tokyo Stock Exchange Inc.)
- 2017 Chosen as the "2017 Nadeshiko Brand" by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.
- 2019 Chosen as "Semi- Nadeshiko 2019" by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.

Our Group companies have been recognized as excellent companies for promoting women's participation and advancement based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and have obtained the "Eruboshi" certification. Seven & i Holdings, Ito-Yokado, Seven Bank, Seven Card Service, and Seven Financial Service have obtained the "Eruboshi" third level certification, while Seven-Eleven Japan, Denny's Japan, and Akachan Honpo have obtained the second level certification (as of the end of February 2025).



3 stars



2 stars

"Eruboshi" certification

Support for Enhancing the Abilities of Employees

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") believe that human resources are the wellspring for enhancing corporate value and that human resources capable of thinking and acting for themselves are essential for further growth. Our Group constantly places importance on human resources, such as the training and education of employees, on the basis of our Corporate Creed of “Trust and Sincerity,” which was our founding philosophy, and our Group companies conduct human resources development to match their respective business characteristics.
In 2020, Seven & i Holdings split the educational function from the Personnel Planning Department and newly established an independent body, the Human Resources Development Department, to promote skill development and human resource development in our Group. We are making efforts to improve the human resource development setup to support the skill development and autonomous learning of individual employees, the standard bearers of value creation.



Autonomous Learning Support and Capacity Building

Based on the Medium-Term Management Plan announced in July 2021, our Group aims to build an organization in which both companies and employees can grow together and to build workplaces that are pleasant for everyone. We are undertaking initiatives to improve job satisfaction through means including enabling each and every one of our employees to develop their capabilities and supporting for autonomous learning, as well as initiatives to create workplaces where employees can feel truly comfortable working through workstyle reforms, improving productivity, and promoting diversity, equity, and inclusion (DEI).
As part of these efforts, we opened the Ito Training Center, an educational base of our Group to develop the next generation of human resources in 2012. The training center is equipped with an archive room, where employees can learn about the essence of the Group's founding philosophy of “Trust and Sincerity” and its history of challenge and innovation, with 22 training rooms of various sizes and accommodation rooms tailored for use in training camps also available for use at the center, by means of which we accommodate various forms of training. The center also provides a positive learning environment for employees, with training rooms established for the acquisition of specialized skills in store operations, sales, cooking, and other areas, aligned to the business characteristics of each Group company, with a total of approximately 510,000 employees having used the Ito Training Center to date.
Our Group companies have established a training system based on business characteristics, including various level-specific training programs for managers to improve their leadership and management skills, as well as job-specific skill and technical training and self-development training, in an effort to develop the skills and career development of each individual, including part-time employees. We are also working to develop the skills and career development of each individual, including part-timers. Our Group's per capita training cost for the fiscal year ended February 28, 2025, is approximately 90,000 yen and 31 hours* of training per person.

* For monthly salaried employees of the three Group companies (Seven & i Holdings, Seven-Eleven Japan, and Ito-Yokado)



Ito Training Center

Seven & i Holdings holds Group Philosophy Training at the Ito Training Center. In 2023, approximately 300 employees from Seven & i Holdings and some Group companies as well as new employees participated in the Training.





Scene from our Group Philosophy Training

› Further details about the Ito Training Center can be found here (in Japanese)

Providing a Variety of Growth Opportunities

Our Group provides regular opportunities to reflect on their careers toward the realization of each and every employee's individual aspiration. This includes offering a variety of training programs by respective Group company according to the characteristics of its business. We additionally promote support for proactive career development by employees themselves through self-assessment mechanisms and interviews with superiors and others.

Leadership Development

Seven & i Holdings conducts an annual program to develop next-generation management leaders. Selected executives from each group company participate in this program, learning management theory and practice from renowned lecturers and engaging in discussions. The program was launched in 2012, and by the end of February 2025, approximately 320 employees had participated. Seven & i Holdings also conducts 360-degree feedback at each Group company. The program is regularly implemented in order to obtain multi-rater feedback from superiors, colleagues, and members on the actions of management personnel, to understand their own strengths and challenges, and to promote behavioral change and open communication.

Developing Global Human Resources

Our Group is promoting a global growth strategy rooted in our 7-Eleven business under a vision, or Ideal Group Image for 2030, to take on the challenge of increasing the value of our brand on a global scale.
To realize this, we are enhancing and expediting various measures to develop global human resources and to formulate and operate a human resources portfolio. For example, we have maintained the "Seven English Training" English language training program since 2021. Furthermore, in 2024, we launched our "Overseas Short-Term Study Program" and "Global Training" projects with the aim of nurturing global talent. Through the Overseas Short-Term Study Program, participants learn about local business environments and market trends by taking MBA course classes and participating in programs that explore the future of "food." Additionally, the program aims at improving language skills and cross-cultural understanding, and at nurturing a global perspective. Under the Global Training program—which spans operating companies both in Japan and abroad—we dispatch on short-term assignments talent we expect to thrive overseas with the goals of encouraging their understanding of overseas business practices and nurturing things like their practical communications skills.
Respective Group companies have also put arrangements in place for measures to support growth such as in-house training and self-development support programs, to actively promote the development of global human resources.

Holding Customer Service Training for Franchise Store Employees

Seven-Eleven Japan provides a variety of training programs matched to the development stage of each employee so they can work with securely and thrive. We conduct "new employee training" to support training for new hires at stores with the goals of eliminating job anxieties and encouraging retention, and "shift leader training" to nurture the store personnel who will be responsible for specific time slots. Furthermore, as means of training our increasingly diverse work force, we are pouring our energies into "hospitality training" for our foreign-born employees and "new employee training (slow-paced basic course)" for senior employees.
Additionally, since 2022 we have held a "National Customer Service Contest" as an initiative meant to improve employee satisfaction and motivation. It was implemented in response to calls from franchise owners who wanted some way to give praise to employees who were doing conspicuously good work. The contest's purpose is to visualize the efforts and means by which store employees deal with customers day-to-day and to support their growth. Participants recreated actual customer service scenarios and demonstrated the ways recommended for dealing with customers. The contest provides a valuable opportunity for both competing over the levels of customer service skills and hospitality, while also learning about one another's initiatives.



Shift leader training

Implementation of Job-Oriented Training

Ito-Yokado holds training for all employees, including part-time employees, to teach company policies, retail fundamentals, and skills and knowledge required for work. Especially during training for new employees, we continuously provide training leading to on-the-job training at our stores and support improving the skills of our employees. The goal is to enhance the knowledge of products of their affiliated sections as well as customer service skills and fresh food preparation. Additionally, training is held that allows everyone from new hires to sales floor staff, sales floor managers, assistant store managers, and store managers to gradually acquire the sales floor management and management skills in line with their re spective positions. We also provide training programs—such as open enrollment training available to anyone who wishes to participate—to encourage each individual to want to keep on learning while improving their skills in preparation for their next positions.



Employees in training

IY Training System

Position	Training content	
Part-time employee	Training for new employees	Fundamentals of the Company, fundamentals of sales
	Fresh food preparation training	Food safety and acquisition of fundamental preparation techniques
New employee	Training for new employees	Fundamentals of the Company, fundamentals of sales, employee attitudes
	Divisional training	Basic knowledge and fundamental technologies of each division
Floor staff	Fresh food preparation training	Acquisition training according to technical items
	Training for second- and third-year employees	Business and communication skills for aiming to become a manager
	Step-up training	Fundamental knowledges of management needed for managers
Floor manager	New manager training	Management as a sales floor manager, quantitative analysis, and approaches to training
	Fresh food preparation training	Confirmation and acquisition of priority category technologies
	Step-up training	Business department management needed for division managers
Division manager	New manager training	Knowledges and management necessary for store operation
	Step-up training	Store operational management needed for store managers
Store manager	New manager training	Knowledges and management necessary for store operation from the perspective of management
	Store manager school	Re-learning the basics of problem solving and human resource development, leading to behavior changes
	IY management school (Yogajuku)	Learning human resources utilization and organizational strengths through experience and discussion

Operation of "Targets Setting Chart"

York-Benimru uses target setting charts to assess the individual employee's current skills and abilities as well as skills to be acquired and training targets between individual employees and their managers. The target setting charts include detailed items necessary for job performance, such as customer service, sales area management, ordering, and food preparation techniques, with the skills and abilities of the employee assessed on a six-step scale from 0 to 5. In the "skills version" for staff members and part-time employees, items are determined for each division depending on duties, job characteristics, and products handled for each analysis item. There is also a "management version" for store managers, assistant store managers, customer service managers and section managers that is intended to help raise and standardize management abilities. Based on the chart, employees confirm their skill levels with their supervisors and twice a year share the progress they have made with their supervisors and establish the next set of goals. This enables them to check their own growth, helping to boost motivation.

Online Training for New Part-time Employees

Akachan Honpo's headquarters training department holds an "Online Store Induction Training" for newly hired part-timers. After joining the company, they take a class involving two hours and a half of video materials, which is followed by an hour of online supplementary training and review of the video content. This is an opportunity for all new hires to learn about company policies and the basics of the business. Furthermore, on-the-job training is conducted in stores based on the training plan, and basic knowledge is established over a period of three months.
Akachan Honpo also holds a "3-month follow-up sharing meeting" to resolve any concerns they may have after joining the company, thereby providing a support system that enables them to continue working for a long time after joining the company.

Self-Development Training

To provide opportunities for employees to engage in independent study, our Group subsidizes fees, and so on for those employees who are taking correspondence courses and e-learning related to business skills, knowledge, etc.

Support for Taking Correspondence Courses

Ito-Yokado proposes 191 correspondence courses to all employees, including part-time employees, and subsidizes part of the tuition fees of employees completing a course. In the fiscal year ended February 28, 2025, 267 employees took correspondence courses.

Holding of Self-Development Courses

Seven Bank supports "self-directed learning" by providing an environment for employees to acquire the knowledge and skills necessary to perform their jobs, including correspondence courses (English, financial knowledge, etc.), online courses (business knowledge, IT/DX), and commuter courses (MBA, etc.). The number of courses is approximately 240, and many employees are taking them.

Open Recruitment System for Human Resources

Our Group has introduced an internal recruitment system for each Group company. In the fiscal year ended February 28, 2025, 555 employees took on the challenge to avail of these systems, with 131* of these subsequently transferring to jobs of their choice.
Furthermore, in 2024 we introduced a Career Plan Declaration System to foster employees' autonomous awareness about individual careers and achieve optimal career placements at Ito Yokado.

* The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, THE LOFT, Akachan Honpo, Denny's Japan, and Seven Bank.

Achieving Work-Life Balance

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are promoting the concept of “work-life synergy,” which aims to create synergies by utilizing the perspective of a consumer in work while simultaneously leveraging the lessons of work in life. We have a range of assistance systems that exceed minimum legal requirements to enable diverse employees work with peace of mind. To make it even easier for employees to work, we are also taking steps to curb long working hours and encourage the use of paid leave.



Enhancing Systems for Diverse Workstyles

Our Group has implemented various systems that go beyond legal minimums to enable employees, including part-timers, to continue working comfortably while engaging in childcare or nursing care. For example, there are childbirth and childcare programs and a family care program available for employees, both men and women, who have worked at the company for at least a year; the programs are also available to part-time employees. The programs are freely selected by individual employees, and combining a leave program with a reduced work hours plan is also possible.
Further, we have introduced the Work-Life Support Plan (commonly referred to as the Waraou [“Smile”] Plan), which aims to support employees’ diverse life events and learning experiences and, in addition to childcare and nursing care, are accommodating the needs of a diverse array of work styles by means including support for employees who are continuing to work while receiving treatment for infertility, kidney disease, and cancer.

Childcare and Family Care Assistance Systems (Ex. Ito-Yokado)

	Childcare Assistance System	Family Care Assistance System
Reduced work hours	Employees can work reduced hours until April 15 of the year their child starts junior high school. *Can be combined with other leave programs.	Employees can work reduced hours for up to three years following the initial reason. *Can be combined with other leave programs.
Work until 7:00 p.m.	Full-time employees can end their workday by 7:00 p.m. through March 31 of the year their child graduates from junior high school	None
Leave	Employees can return to work after taking leave for up to two years. *Up to three years depending on the circumstances (Can be combined with short working hours).	Employees can take up to a one year of leave following the initial reason. The leave can also be split up and taken at different times. *Can be combined with short working hours.
Reemployment	Employees resigning to focus on childcare are given priority in hiring within three years.	Employees resigning to focus on family care are given priority in hiring within three years.
Limitations on /exemption from overtime work Exemption from late night work	Exemption from/limitation on overtime work and exemption from late night work until April 15 of the year in which the employee’s child reaches 1st year junior high school allowed	When providing nursing care for a family member, employees may have limitations on or be exempted from overtime work. They may be exempt from late night work
Child nursing care /nursing care leave	When giving nursing care to a child of pre-school age, employees may take up to five days off per year for one child or 10 days off (paid) for two children or more in half day units	When providing nursing care for a family member, employees may take up to five days off per year for one family member or 10 days off (paid) for two family members or more in half day units
Day-off for childcare	If an employee has a pre-school aged child, they may take up to five days off per year (paid) for childcare	—

Childcare Support for Employees

Our Group implements various initiatives to provide childcare support to the Group employees.

Operation of Seven Nanairo Nursery Schools

Since October 2017, Seven-Eleven Japan has been operating on-site Seven Nanairo Nursery Schools for the owners and employees of 7-Eleven stores, local residents, and employees of Seven-Eleven Japan. A total of six facilities have been opened in Tokyo (Ota-ku, Setagaya-ku, and Machida), Sendai, Kyoto, and Hiroshima to provide work-friendly environments.



Seven Nanairo Nursery School

Introduction of Daycare Facilities in Stores

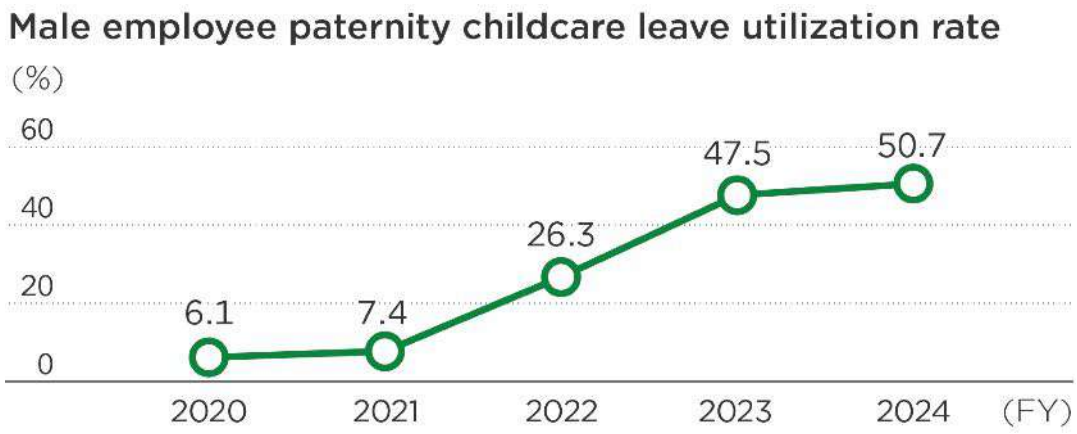
Ito-Yokado has introduced six daycare facilities comprising authorized daycare centers and corporate-led nurseries as tenants in its shopping centers in Tokyo and three other prefectures. These facilities are used by employees and local residents.

Return-to-Work Support after Childcare Leave

Our Group companies provide guidance to employees returning to work after taking childcare leave and implement community activities aimed at building networks and allaying the anxieties of child-raising and pregnant employees.
York, for example, shares internal information with employees on childcare leave via mail every two months and provides updates on their current status. Additionally, to promote the use of childcare and nursing care support systems, York is also engaging in awareness activities through video education tools.

Promotion of Participation in Housework and Childcare by Men

Our Group have established various systems that exceed minimum legal requirements to ensure that employees can continue to work with peace of mind even in the case of life-changing events and obligations such as childbirth, childcare, and nursing care. As a unique childcare leave system within the group, we have established a special system that allows employees with preschool children to take five days of paid leave per year on a per-day basis. This day-off can be taken for general childcare reasons, such as attending a child's entrance or graduation ceremony or sports day, and has been widely used by many employees since its introduction.
In addition, we are implementing various measures to encourage male employees to play their part in housework and childcare, including online seminars at Group companies.



* Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, THE LOFT, Denny's Japan, and Seven Bank. Additionally, the figures for FY2022 and before include Sogo & Seibu and exclude THE LOFT.

External Evaluation Related to Childcare Support

Ito-Yokado received “Platinum Kurumin Plus” certification from the Ministry of Health, Labour and Welfare as a company that supports the raising of children. Companies that have previously received “Kurumin” and “Platinum Kurumin” certification are eligible to be awarded “Platinum Kurumin Plus” certification when certain requirements are met in relation to initiatives to support the balancing of work and fertility treatment.
In addition, Seven & i Holdings, Seven-Eleven Japan, York-Benimaru, Denny's Japan, Akachan Honpo, Seven Bank, and Seven Financial Service have received the “Kurumin” certification (as of August 31, 2025).



Platinum Kurumin Plus Mark

Support for Balancing Work with Nursing Care

A survey on employees' caregiving situations revealed that approximately 70% of employees may need to balance work and caregiving in the near future, indicating that this will become a significant issue. To raise awareness about balancing caregiving and work, we have created a "Work and Caregiving Balance Support Handbook" which is utilized in training sessions across group companies. We also focus on publicizing consultation services and introducing examples of balancing work and caregiving in the company newsletter, striving to create an environment where balancing work and caregiving is easier.

Work-from-Home

Our Group companies have established a telecommuting system that allows for flexible working arrangements, effectively utilizing time and location, particularly in the headquarters departments.
Seven & i Holdings used to designate the employee's home as the workplace for telecommuting. However, starting in 2022, under certain conditions, employees are allowed to work from locations other than their home for purposes such as childcare, caregiving, or securing a focused work environment.

Curbing Long Working Hours Through the Utilization of Diverse Workstyles

Our Group believes it is important to establish proper work environments to create comfortable workplaces. We work to curb long working hours and raise the percentage of paid leave taken. Specifically, as well as promoting the visualization of overtime work, Group companies promote the review of operations at departments with a lot of overtime work and work allocation and endeavor to foster a corporate culture of seeking to improve the work environment through the implementation of no overtime work days, display of posters, and other measures. Furthermore, the Group has set a target of achieving at least 70% for the percentage of annual paid leave taken. Group companies are taking steps to promote the acquisition of leave, such as by encouraging employees to take long periods of leave twice a year and visualizing leave acquisition plans.

Introduction of Staggered Working Hours

Seven & i Holdings, Seven-Eleven Japan, Seven Bank, and other Group companies have introduced staggered working-hour systems enabling employees to choose their working hours. The aim is to realize environments in which individuals can select their workstyles to suit their jobs and individual circumstances and work flexibly. Companies are seeking to promote more active and efficient workstyles by bringing forward or delaying start and finish times. At Seven & i Holdings, employees who had been working shorter hours for reasons of childcare obligations are now able to work full time using staggered working hours, which is contributing to support for housework and childcare by employees in households where both parents are working.

Implementation of Variable Working Hours System

Since 2017, Denny's Japan has introduced a one-month variable working hours system that allows work to be planned according to busy and lull periods. Through the introduction of this system, employees' work-life balance is improving.

Consideration for Employee Health and Occupational Safety and Health

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are promoting the enhancement of employee health and ensuring the maintenance of a safe and comfortable work environment where everyone can work with peace of mind. In particular, regarding health, Seven & i Holdings views it not only as a means to improve the quality of life for each employee but also as a way to increase the vitality of the company and enhance management efficiency, thereby promoting health management.



Seven & i Health Declaration NEXT

<Message from Top Management>

Seven & i Holdings thinks that promoting the health of employees will bring vitality to the entire Company, and in addition, contribute toward improving society's quality of life (QOL). We support each employee's proactive initiative to promote health. Therefore, in October 2014, we started the Seven & i Health Declaration 2018 that sought to improve employee health and QOL, and enhance our corporate vitality. Through conducting a variety of initiatives related to health, we have reaped certain results.

In view of this, we formulated the Seven & i Health Declaration NEXT in October 2019, which states three new goals that seeks to further strengthen our initiatives, and are promote on those initiatives.

This declaration sets themes related to individual employees, the Company, and society respectively, and aims to improve results through specific measures.

Promoting the health of employees will be the foundation for improving individual QOL, widen opportunities for further participation by each person at work, and become the source of our Group's sustainable growth.

In addition, based on the basic principle of providing safe and reliable products, we will work to support the health of the customers who use our Group's stores and products on a regular basis, and also contribute toward promoting the health of local communities through measures such as product development that works on reducing additives while being particular about taste and quality; being thorough in the labelling of food ingredients which is of high concern to customers; development and provision of products supporting health; and support for healthy dietary habits and dietary education.

Going forward, Seven & i Holdings will deepen our initiatives contributing to the healthy growth and development of people's lives and society from the viewpoint of being close to daily lives, and aim to be a Company that is trusted and needed by employees and society.

Junro Ito
Representative Director & Executive Chair

Three Goals of the Seven & i Health Declaration NEXT

Seven & i Holdings, in collaboration with the Seven & i Holdings Health Insurance Union, launched the "Seven & i Health Declaration 2018" in fiscal year 2014. In October 2019, this initiative was further developed into the "Seven & i Health Declaration NEXT", which sets forth three goals aimed at promoting the sustainable growth of the group and enhancing the health of the local community.

1. We will understand our own health issues, and take actions toward improvement.
2. We will realize working conditions where all employees can work with vitality.
3. We will continue to be a company that supports the everyday health of our customers through “health conscious” products and services.

Starting in fiscal year 2024, we reassessed the specific targets advocated in the “Seven & i Health Declaration NEXT.” In addition to our ongoing efforts to reduce the risk of lifestyle-related diseases, improve the percentage of annual paid leave taken, and reduce long working hours, we have newly set improving the rate of follow-up medical examinations as a goal. To achieve our goals, the promotion of health and productivity management was incorporated into the Corporate Ethics and Culture Subcommittee under the Sustainability Committee chaired by the Representative Director and Executive Chair of Seven & i Holdings, and various initiatives are being implemented centering on the Seven & i Holdings Personnel Planning Department, Health Management Center and Health Insurance Union in collaboration with human resources and labor relations supervisors at each Group company.
In recognition of these efforts, in March 2025, Seven & i Holdings was selected as one of the "Excellent Health Management Corporations 2025 (Large Corporation Category)" by the Ministry of Economy, Trade and Industry and the Ministry of Health, Labour and Welfare, as in the previous year.

2025
健康経営優良法人
KENKO Investment for Health
大規模法人部門

(* Logo usage rules and guidelines available)

Main Initiatives in FY2024

■Initiatives for maintaining health, preventing illness, and improving health

・Holding of regular walking events jointly with the Health Insurance Union
・Health Insurance Union offered “Effectively free comprehensive physical examinations” for those eligible in targeted age tiers
・Health Insurance Union offered "Cervical Cancer Risk Test at Home"
・Health Insurance Union held "MY Challenge 2024*"
*"MY Challenge 2024": A campaign to promote "diet," "exercise," and "behavior" to reduce the obesity ratio and improve lifestyle (exercise, eating habits)

■Initiatives to build pleasant workplaces conducive to both mental and physical health

・Prevention of mental illnesses through the implementation of mental health training (self-care)
・Improvement of systems to enable communication regardless of workplace (at home, head office, or others site)

■Initiatives to reduce smoking rate

・Implementation of complete ban on smoking during working hours

・Introduction of system of subsidies paid by the Health Insurance Union to employees who have succeeded in giving up smoking

■Initiatives to support a healthy society—Contributing to SDGs

・Development and lineup of products taking customers' concerns such as those relating to salt, sugars (available carbohydrates) into consideration

・Considerations for health and evolution to tastier and higher quality products

Seven & i Health Declaration NEXT

<table>
<tr><th>Targets</th><th colspan="6">Specific Targets to Be Achieved by March 31, 2025</th></tr>
<tr><td rowspan="4">1. Control to achieve appropriate bodyweight</td><td colspan="6">Ratio of People with a BMI over 25*1</td></tr>
<tr><td></td><td>FY2020</td><td>FY2021</td><td>FY2022</td><td>FY2023</td><td>FY2024</td><td>Target</td></tr>
<tr><td>Male</td><td>39.6%</td><td>39.0%</td><td>38.8%</td><td>39.7%</td><td>39.6%</td><td>28%
or less</td></tr>
<tr><td>Female</td><td>28.3%</td><td>28.2%</td><td>28.2%</td><td>28.7%</td><td>28.9%</td><td>18%
or less</td></tr>
<tr><td rowspan="3">2. Reduce smoking rate</td><td colspan="6">Overall Employee Smoking Rate*1</td></tr>
<tr><td></td><td>FY2020</td><td>FY2021</td><td>FY2022</td><td>FY2023</td><td>FY2024</td><td>Target</td></tr>
<tr><td>Overall</td><td>28.1%
Male:38.0%
Female:21.2%</td><td>26.5%
Male:36.2%
Female:19.8%</td><td>24.6%
Male:33.7%
Female:18.2%</td><td>24.1%
Male:33.6%
Female:17.6%</td><td>22.4%
Male:32.3%
Female:16.0%</td><td>20%
or less</td></tr>
<tr><td>3. Improve the percentage of annual paid leave taken</td><td colspan="6">At least 70% for percentage of annual paid leave taken</td></tr>
<tr><td>4. Reduce long working hours</td><td colspan="6">Less than 5% for percentage of employees with long working hours (45 hours or more of overtime work in a month)</td></tr>
<tr><td colspan="7">5. Increase the number of health support products developed by the Company</td></tr>
<tr><td colspan="7">6. Increase the number of cooking support*2 with health as the theme</td></tr>
</table>

* 1 BMI and smoking data are totals for 23 Group companies participating in the Seven & i Holdings Health Insurance Union

* 2 Proposal of menu items at stores

Starting from fiscal year 2024, as part of the human resources policy linked to the Medium-Term Management Plan, Seven & i Holdings has added new group goals to improve exercise habits and the rate of follow-up medical examinations. These initiatives aim to further promote employee health and well-being.

Providing healthy, balanced meals to employees

Denny's Japan operates employee cafeterias in 152 locations that provide health-conscious meals throughout our group stores and offices. For example, at Seven & i Holdings Headquarter office, in order to respond to the health needs of various employees, it offers five different types of the balanced menu daily, including a menu that takes nutrition and health into consideration. We also incorporate menu items that increase food diversity, such as featuring in production areas and seasonal ingredients.
The menu provided discloses the information of total calorie, protein, fat, and salt content; the portion size of the bowl of rice can also be adjusted. As for nutritional education, employees can access Denny's Japan nutritionists' advice through monthly nutritional tips, how to consume healthy food at employee dining halls, and "health support day" is held once every month; providing more than 120 grams of vegetables per meal. There is also nudging to raise awareness of healthy eating habits (e.g., reduce the use of condiments such as soy sauce or dressings).



Examples of the menu: The meal set A : Total calorie 600 kcal or less, salt 3g or less

Raising employees awareness of health and implementation of health checkup

Seven & i Holdings Health Insurance Union utilizes a portal website “MY HEALTH WEB” Health Management System to hold mental health training and health-themed events. In addition, it helps employees maintain and manage their health to raise awareness about health by offering low-calorie, low sodium menu items at the staff cafeteria, and by providing health-related information through internal Group newsletters and other media.
The MY HEALTH WEB Health Management System allows individuals to browse the past five years of their health checkup data on the Internet and serves as a tool for checking and goal-setting on the health status, and for receiving advice on how to improve health. It also has an environment that allows them to use through a smartphone app. Furthermore, Group companies have taken steps to implement appropriate health and productivity management based on the Industrial Safety and Health Act by ensuring that all employees receive regular health checks and follow up on the results, as well as making sure that stress checks are implemented for everyone.

Prevention of Workplace Accidents

In order to maintain a safe and comfortable work environment, our Group convenes safety and health committees at each Group company in accordance with laws and regulations and implements improvements to the workplace environment including working conditions, and also conducts measures to prevent workplace accidents. For example, Ito-Yokado conducts training on how to prevent overturning-related accidents for all employees, and also conducts training on the handling of knives and other cooking devices for employees that work with fresh food products.
In addition, Denny's Japan, post awareness-raising posters and other campaign materials at stores three times a year to bring attention to the prevention of workplace accidents. At stores where workplace accidents have occurred, interviews are conducted and the causes of the accident and specific prevention measures are shared with other stores.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2025

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	THE LOFT	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	0.78	2.91	6.95	1.38	1.33	0.77	0.00
Workplace accident severity	0.00	0.01	0.11	0.13	0.05	0.02	0.03	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 29, 2024

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	THE LOFT	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	1.53	1.37	3.58	1.18	1.21	0.33	0.00
Workplace accident severity	0.00	0.01	0.03	0.01	0.02	0.00	0.03	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2023

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	Sogo & Seibu	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	1.75	2.04	2.38	0.50	0.53	0.42	0.77
Workplace accident severity	0.00	0.02	0.06	0.13	0.01	0.01	0.01	0.01

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2022

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	Sogo & Seibu	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	1.09	1.41	3.59	1.44	0.32	1.46	0.00
Workplace accident severity	0.00	0.03	0.05	0.14	0.06	0.28	0.08	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2021

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	Sogo & Seibu	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	0.72	1.53	3.40	0.65	0.24	0.86	0.00
Workplace accident severity	0.00	0.02	0.04	0.01	0.03	0.00	0.03	0.00

* No workplace accidents resulted in deaths.

Assuring Fair Assessment and Treatment of Employees

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") conduct recruitment activities in compliance with the law and does not permit any discrimination whatsoever for reason of social status, place of birth, race, creed, religion, gender, and so on. In addition, we do not engage in forced labor or coerce employees to work against their will, and we prevent child labor by confirming age at the time of hiring. In terms of treatment, we comply with the minimum wage stipulated by law and promote equal remuneration for men and women workers for work of equal value. We appropriately evaluate the performance of work and the degree of contribution of each person and reflect it in rewards, such as bonuses.



Ensuring Fairness through Self-Evaluations

Our Group has instituted a self-check program to maximize individual employee abilities and help ensure fair evaluations. Twice a year at each Group company, employees first assess their own job performance, which is then evaluated by their supervisor. After that, the employees and their supervisor meet to discuss the results. This direct dialogue helps the employees to identify their own achievements, strengths, and challenges while also ensuring the transparency and fairness of evaluations.
In addition, through individual meetings with supervisors, issues at the workplace related to management levels, knowledge, skills and the like are confirmed, and this leads to further career development. Since it is not a simple one-sided evaluation by the company, employees are more willing to accept the system and find it motivating. The system is helping to steadily improve operational levels.

Implementation of Management Checks

Seven-Eleven Japan has been conducting “management checks,” chiefly for section managers, since 2017. This measure is intended to further promote communication between supervisors and their subordinates and thereby improve organizational openness and transparency within the company. As part of these management checks, subordinates respond to questions on the status of management by supervisors, while supervisors respond to questions regarding the status of their own management. The responses of subordinates are aggregated anonymously, and the results are not directly disclosed to their supervisors, with superior officers of the managers offering overviews of the evaluation results during performance reviews or at one-on-one meetings. The results of management checks are thereby serving to contribute to the individual growth of these managers.

Employee Compensation System

Our Group complies with the minimum legal wage and undertakes initiatives to improve the living standards of its employees. In addition to operating a childcare and nursing care leave system available to all employees, regardless of their being permanent or part-time employees, we have established personnel systems to allow promotion and advancement aligned to individual motivation and ability, regardless of the category under which an employee was hired (new graduate hires at each Group company, experienced employee hire, promotions to permanent employee), or their educational background, nationality, or gender. Our Group has additionally made available a range of welfare and related systems, including subsidies for undergoing comprehensive physical examinations and cancer screenings, life and non-life insurance, and access to leisure and sports facilities at preferential discount rates.

As part of our employee benefits system for asset formation, we have established the Seven & i Employee Shareholding Association. This system allows group employees to purchase shares of Seven & i Holdings, with membership starting from as little as 1,000 yen per unit. Additionally, a 10% incentive is provided to supplement the contribution amount.

Furthermore, we have introduced an optional defined contribution pension plan (optional DC) aimed at supporting employees in building assets after retirement.

Selection of Various Work Styles

Seven & i Holdings is committed to establishing systems that allow employees to choose diverse working styles and find fulfillment in their work.

For example, Ito-Yokado has introduced the "Selective Step Up System" which allows part-time employees to choose their working style. Under this system, part-timers can advance in rank as they express their desire, receive a certain level of evaluation, and acquire sales skills. Additionally, a system has been introduced to promote top-ranked part-time employees to salaried full-time or contract employees. In January 2020, the first store manager who started as a part-time employee was appointed. Since then, many part-time employees have been promoted to positions such as sales floor managers.

The cumulative number of part-time employees promoted to full-time positions

FY2021	FY2022	FY2023	FY2024
205	214	349	371

Ito-Yokado's Selective Step Up System



Sound Labor-Management Relations

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") respect workers' rights such as the freedom of association, the right to organize and collective bargaining. In Seven & i Holdings Corporate Action Guidelines, we have established the following principle: "The Company respects workers' rights, such as the right to organize, based on international norms and efforts to further improve the work environment."



Respect for Freedom of Association and Collective Bargaining

At our Group, the Group's seven* labor unions form the Federation of Seven & i Holdings Labor Unions, which as of June 2025 has approximately 37,000 members in seven unions and a participation rate of 61.6%. The federation carries out a variety of activities for union members based on the thinking that "no water can be drawn from a dry well."
It also coordinates activities by holding discussions on organizational management, labor conditions, and other issues pertaining to union members. The member unions autonomously create their own independent organizations, and then they coordinate and join together for common causes. They complement one another's strengths and also work to improve shared labor conditions on a unified basis, which further reinforces both the individual labor unions and the federation itself. This is the basic approach through which activities are conducted. Seven & i Holdings and the labor unions work through numerous active discussions between labor and management to improve issues related to working conditions and employees' workplace environments.
For example, at Ito-Yokado, the treatment system and labor conditions for union members and employees are proactively discussed., Consultations between labor and management are considered valuable for solving issues and improving productivity. Promotion of recent workstyle reform is an example of collaboration between labor and management, and Ito-Yokado is taking steps to ensure that working rules are understood by everyone, promote the use of holidays/day-offs and paid leave, improve the labor environment, and achieve a good work-life balance.

* The seven companies are Ito-Yokado, York-Benimaru, SHELL GARDEN, Sanei, Akachan Honpo, Denny's Japan, and THE LOFT.

Response to Customer Harassment

Our Approach to Customer Harassment

Under the spirit of “Trust and Sincerity” as stated in our Corporate Creed, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") strive to improve our products and services on a daily basis in order to satisfy our customers by sincerely addressing viewpoints and/or requests from our customers. Furthermore, in October 2021, we formulated "Seven & i Holdings Human Rights Policy" to respect human rights in all our business activities and strive to create a society where we and all stakeholders can trust each one another.On the other hand, we have observed socially unacceptable behaviors from some of our customers, etc. (collectively “customers”) that could harm our working environment.
Our Group believes that it is important to build a safe environment where our employees and our partners (collectively “employees”) can both physically and mentally work with satisfaction and peace of mind.Therefore, in order to clarify that we take a firm and resolute organizational action against any socially unacceptable behavior, we hereby present our Group's "Approach to Customer Harassment" as follows.



Definition of Customer Harassment

Actions or remarks from customers that, considering the appropriateness of the requests in those actions or remarks, are deemed socially unacceptable means or manners, and by those means or manners, harm the work environment of employees.

Examples of such Customer Harassment

- Intimidating behavior (abuse, threats or blackmail), demand for kneeling down on the ground, or violence
- Unreasonable demand for apologies, money, individual preferential treatment, or punishments towards employees
- Prolonged detention, continuous handling, remaining or staying, or repeated unjustified behavior
- Acts that negate employees’ character, insult employees, or invade employees’ privacy
- Voyeurism , stalking, or physical contact without consent
- Defamation, libel or slander on social media or the internet

* The definitions and examples of customer harassment mentioned above are prepared based on the "Customer Harassment Countermeasures Corporate Manual (in Japanese) " issued by the Ministry of Health, Labor and Welfare. The examples provided are illustrative, and customer harassment is not limited to these examples.

Stance against Customer Harassment

If any behavior has been recognized as customer harassment, we will principally refuse to provide any further service to such customers. For malicious behavior, appropriate measures will be taken, including legal actions, in cooperation with the police and/or lawyers.

Main initiatives in our Group

・We will promote training on customer harassment, including knowledge and how to respond against customer harassment.
・We will promote establishment of system to deal with customer harassment, including consultation and reporting regarding customer harassment.

- Seven-Eleven Japan's Response to Customer Harassment can be found here (in Japanese)
- Ito-Yokado's Customer Harassment Response Policy can be found here (in Japanese)
- York-Benimaru Group's Basic Policy on Customer Harassment can be found here (in Japanese)
- Denny's Japan's Action Guidelines for Customer Harassment can be found here (in Japanese)

Material Issue 6 Create an ethical society through dialogue and collaboration with customers

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") believe that its important role is to contribute to the creation of an ethical* society by increasing the number of products and services that solve social and environmental issues through dialogue and collaboration with customers. Responding to customers' growing awareness of "ethical consumption" in recent years increases the value of our products and services and strengthens our brand. We are working to listen to our customers and encourage them to promote sustainability in society.

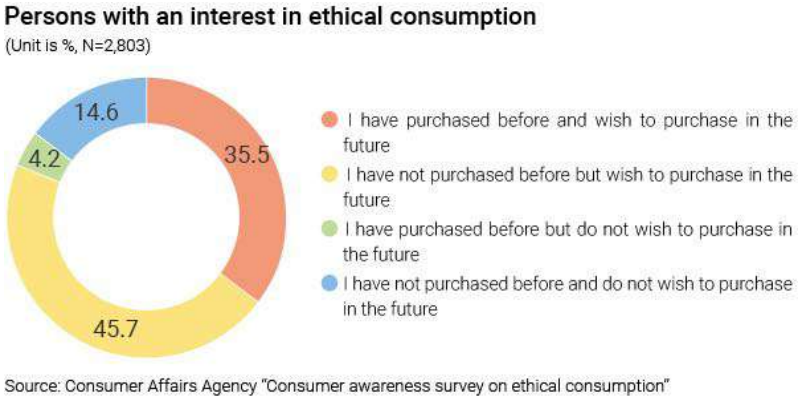
* The word "ethical," in addition to its conventional meaning, has been increasingly associated with environmental preservation and social contribution in recent years.

Background to the Material Issue

Growing awareness of ethical consumption

With growing awareness of sustainable fashion, food loss solutions, and fair trade, more and more people are interested in socially and environmentally conscious consumption behavior. In Japan, this number is said to be as high as 81.2%*. As awareness of ethical consumption grows, it is important to build a sustainable business model that can realize both social and economic value by listening to what customers want and giving shape to it together.

* Source: Consumer Affairs Agency "Consumer awareness survey on ethical consumption (FY2019)"



Contribution to SDGs

By addressing this material issue, our Group will realize an ethical society and contribute to achieving Goal 4 of the Sustainable Development Goals (SDGs).



Seven & i Holdings' Initiatives

Communication with Customers >

Appropriate Sales and Information Disclosure for Products and Services >

Internal and External Communication >

Sustainable Environment Conservation Activities >

Communication with Customers

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), whose core business is retailing, consider the large number of contact points with customers and the frequency of communication with them to be among its key management resources, and strive to develop products and improve services by utilizing the valuable opinions we receive from our customers through various means.

Establishment of Customer Support

Our Group set up customer support desks at each Group company in order to receive voices from the customers and people in the communities where the businesses operate. We quickly responds to requests and complaints provided by email or phone through customers and the people in communities to offer better products and services. Given the need to protect privacy in connection with feedback received from them, all personal information is deleted, and the feedback is then categorized by content and communicated to departments and stores for use in making improvements.

› Information on customer feedback at Group companies can be found here

Customer Support Information Liaison Meetings

Our Group holds a monthly information liaison meeting, which is attended by customer support supervisors at each Group company, in order to reduce the factors that cause customer dissatisfaction and raise satisfaction levels throughout the Group. Measures taken in response to comments and requests received from customers are shared on a regular basis and the information is incorporated into product and service improvements. Annual training is also held for customer support personnel at each Group company with a view to further refining customer service skills.

Main Training Themes

- Telephone Response Training (for secondary responders)
- Methods for Responding with Empathy to Customers' Feelings
- Customer Harassment Countermeasures to Protect Employees



Customer support personnel training

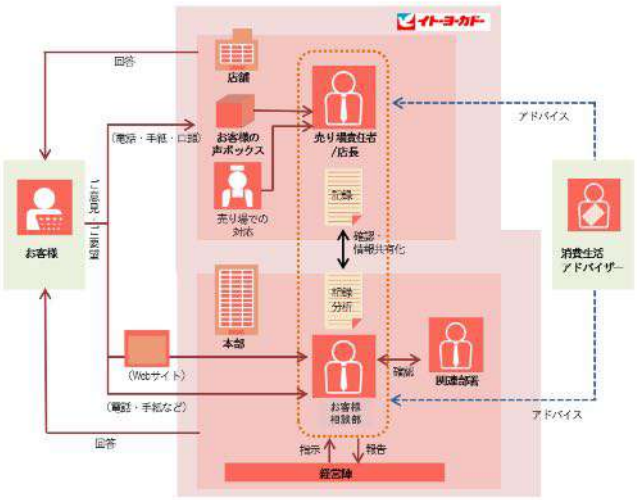
Collecting Customer Feedback

Our Group collects feedback from customers on customer service, sales floor setup, product lineups, and other aspects of operations in order to further improve its products and services.
For example, Seven-Eleven Japan, conducts regular customer questionnaires to ascertain the needs of customers nationwide and uses the information to develop products and services. Also, Ito-Yokado has been continuously conducting online customer questionnaires, which customers can access using a QR code printed in their receipts, since July 2020. Customers can specify whether they were “very satisfied,” “satisfied,” “neither satisfied nor dissatisfied,” “dissatisfied,” or “very dissatisfied,” and a target has been set to raise customers who respond “satisfied,” which is the most common response, and “neither satisfied nor dissatisfied” to “very satisfied.” The questionnaire responses lead to improvements in customer service. In addition, store surveys are contracted to external agencies certified as consumer affairs advisors to collect feedback from store customers.
Ito-Yokado, York-Benimaru, and SHELL GARDEN have installed in stores suggestion boxes where customers can submit opinions and requests. Other Group companies also analyze customer opinions and operate mechanisms for using customer feedback to improve product development and services.

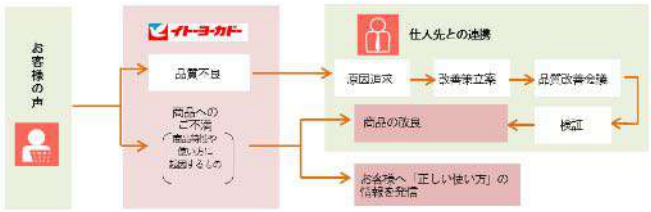
Percentage of customers responding “very satisfied” (from Ito-Yokado questionnaires)

April, 2022	July, 2022	November, 2022	January, 2024	May, 2025
20.6%	21.1%	22.3%	22.3%	23.2%

* Sample size of the questionnaire conducted in April, 2022: approx. 81,000, conducted in July, 2022: approx. 74,000, conducted in November, 2022: approx. 70,000, conducted in January, 2024: approx. 75,000, and conducted in May, 2025: approx. 40,000
* The period for each questionnaire was one week.



Mechanism for using Customer Feedback (Ito-Yokado)



Flow of Responses to Product Deficiencies and Customer Dissatisfaction (Ito-Yokado)

Sharing good practices in customer service

Our Group shares good practices of customer service internally, along with customer compliments and appreciation. The employee who received the thank-you note introduces the method of customer service and points he or she tried to keep in mind, making it easier for Group employees to follow the examples and put them into practice.

Product Development by Using Customer Feedback

Our Group is seeking to create products tailored to the demands of customers with “Seven Premium” products, the private-brand products of the Group. The official Seven Premium website, which includes introductions of product features and recipes using Seven Premium products, allows website users to freely upload comments about Seven Premium products. Analyses are conducted on the ways and contexts in which the website is used by customers using the comments on the website, questionnaire surveys, monitoring surveys, focus groups, and customer feedback received via the customer support, and reflected in product development.

> Official Seven Premium Website (in Japanese)

Improving Products and Services by Using Customer Feedback

Our Group collects opinions received from customers and uses them in an effort to improve store environments and offered product and services.

Responses to Customer Feedback

Seven-Eleven Japan actively responds to customer feedback and requests received via our customer feedback department. For example, we expanded our health-conscious product lineup in response to feedback requesting “well-balanced, highly nutritious products.” We have also resumed sales of certain products in response to requests to bring back particular items.
We are furthermore working to provide information via our website and other channels in response to customer feedback. In response to feedback such as “I mistakenly threw away the film before scanning the barcode” and “I don't know how to make the smoothie” regarding our Seven Cafe smoothies, we published instructional videos on our website and on X (formerly Twitter) to ensure that our customers can handle these items with confidence.

Three-year Premium Compensation

Akachan Honpo has many first-time customers and seeks to reduce customer concerns about safety by offering free premium compensation* that covers malfunction, damage, theft, and more for three years from the date of purchase of products relating to child safety. Additionally, hina dolls (sets of traditional Japanese dolls in period dress) and Boy’s Festival dolls are covered under premium compensation for five years from the date of purchase.

* Compensation in cases where Akachan Honpo Point App members and Akachan Honpo E-Commerce members purchase strollers, child car seats (including junior car seats), baby slings, and tricycles

> For more details about the Akachan Honpo Premium Compensation (in Japanese)

Installation of More User-Friendly ATMs

Seven Bank introduced a new model of more user-friendly ATMs (fourth generation ATMs) in 2019 and proceeded with the successive replacement of old ATMs via installations of the new model thereafter. This replacement and installation process was completed in the fiscal year ended February 29, 2024, and as of the end of March 2025, all the approximately 28,000 ATMs installed are the new model.
The new model ATMs eliminate privacy concerns when using ATMs and enhance their usability by incorporating an expanded privacy area, large and high-visibility displays, and universal design.

> For more details about the Seven Bank fourth-generation ATM (in Japanese)

Appropriate Sales and Information Disclosure for Products and Services

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") ensure that it conducts responsible marketing activities to provide safe and reliable products and services to its customers. Seven & i Holdings Corporate Action Guidelines stipulate “We seek to display information that is accurate, easy to understand, and truthful so that customers can make an appropriate selection of products and services.” Moreover, each Group company strives to confirm the following points, when it transmits information to customers.

- We will take our customer’s perspective and provide beneficial information to them, even if the information is negative for us from the business perspective. (e.g.: Consumption of this product may be hazardous for health)
- For information such as images and recordings distributed as commercials and advertisements, we will use appropriate expressions for the audience.
- We will provide information that meets or exceeds the legally mandatory level with regard to health, environment, and other sustainability aspects.

Establishment of Management System for Information Provided to Customers

Our Group verifies in advance that product and price information listed in advertising media, including newspaper inserts, pamphlets, and television commercials, is accurate and that they contain no information that might mislead customers.
For example, Ito-Yokado requires a prior approval from its Fair Trade Committee Office when listing dual prices with the sales price and a comparison price, or discounts, in newspaper inserts and other media.

Employee Training on Product Labeling

Seven & i Holdings conducts regular, group training twice a year based on laws governing labeling such as the Act against Unjustifiable Premiums and Food Labeling Act for newly assigned purchasing personnel at the Group companies to provide basic knowledge on improper labeling and excessive gifts or giveaways prohibited under laws and regulations. In addition, e-learning is conducted for the Group personnel involved in procurement and its head office staff. In the fiscal year ended February 28, 2025, 5,700 employees took the "General Labeling (including food)" course and a total of 4,900 employees took the "Fair Trade" course.



Group training on labeling

Prevention of Improper Labeling

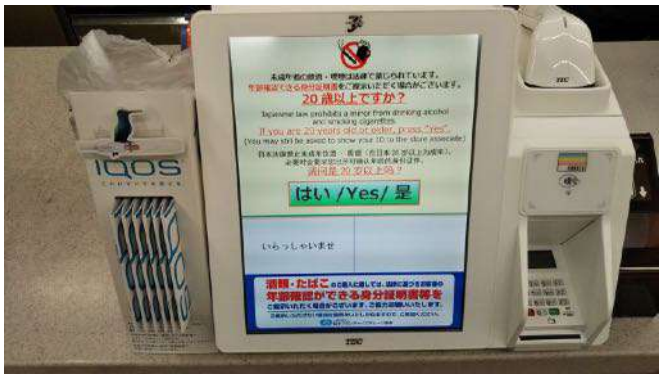
Seven & i Holdings has established the “Group Discretionary Guideline on Imprecise Labeling,” on product labeling for the Group to prevent the use of expressions that could mislead customers. The guideline is thoroughly taught to and implemented by product development and quality control staff at each Group company. For example, the expression “permanent” is not used in principle as it is difficult to rationally present the permanent efficacy of a product in the future.

Prevention of the Sale of Alcohol and Tobacco to Minors

Our Group companies sell alcoholic beverages and tobacco and recognize that it is a corporate social responsibility to take appropriate measures to prevent the drinking and smoking of people under the age of 20.
7-Eleven stores put up posters stating "Age verification is being conducted" near the checkout counters selling alcoholic beverages and tobacco and verify the age of purchasers who seem under 20 and 20s with their identification card. Besides, in cooperation with the Japan Franchise Association, Seven-Eleven Japan has established 3 months a year as a month of strengthening age verification at the time of sales of alcoholic beverages and tobacco. Seven-Eleven Japan educates and enlightens its franchisee employees not to sell them to anyone under the age of 20.



Poster informing customers about age checks



Poster informing customers about age checks

Ito-Yokado is working to prevent the sale of alcoholic beverages and tobacco to customers under 20 years of age. To raise customer awareness, it posts displays to let customers identify which products are alcohol. It makes sure to post notices informing customers that it will not sell alcohol and tobacco to customers who cannot be confirmed that they are 20 or older. All store employees receive training on how to verify the age of consumers upon joining the company. Besides, staff in charge of cash registers conducts call-and-response training to prevent the sale of alcoholic beverages and tobacco to minors before the beginning of their daily shifts. The Training Division of its head office periodically checks the implementation status.



Cashiers receiving training on the sale of alcohol and tobacco

Alcoholic beverages of Seven Premium, our Group's private brand, are labeled following the "Voluntary code for the advertising and marketing of alcoholic beverages and the labeling of alcohol beverage containers" established by the Japan Liquor Industry Council. Our Group stores that handle alcoholic beverages sell non-alcoholic beverages that can be alternatives to alcoholic beverages for customers over the age of 20.

Internal and External Communication

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") are utilizing the characteristics of the retail business, which is used by approximately 22.4 million customers every day in Japan alone, to promote environmental activities along with its customers. Moreover, we emphasize collaboration with various stakeholders through participation in the activities of external organizations and communication with NPOs. Further, to promote environmental activities, it is necessary for each and every one of our more than 70,000 employees in Japan to take action, so we are also focusing our efforts on awareness-raising activities for employees.



Communication with Customers

Our Group is committed to environmental activities that take advantage of the distinct ability of the retail business to interact directly with many customers.
As part of this commitment, to coincide with Environment Month etc. in every June, we introduce our development of products which combine environmental friendliness and quality via in-store posters and a dedicated website, with the aim of raising customer awareness of environmentally friendly products and of creating opportunities to reflect about and act together in relation to the environment.
Ito-Yokado additionally began an initiative for the collection and recycling of used cooking oil generated in households using special returnable bottles in 2023, with all stores in Tokyo subsequently implementing the initiative in 2024. The used cooking oil collected is being utilized, for example, in the production of soap and ink solvents.

Support for NPOs and Other Environmental Organizations

Seven & i Holdings continues to make donations to various environmental organizations such as the Keidanren Nature Conservation Fund, which promotes wider awareness of biodiversity and supports the nature protection projects of NGOs in and outside of Japan, as well as WWF Japan, environmental and wildlife preservation group. In addition, with regarding to climate change, we joined the Japan Climate Initiative (JCI), the Japan Climate Leaders' Partnership (JCLP), and the TCFD Consortium, and for plastic issues, we joined the Japan Clean Ocean Material Alliance (CLOMA). We are making efforts to promote environmental activities in cooperation with various companies and organizations.
In addition, the Seven-Eleven Foundation, which was established to engage in environment-themed social contribution activities through unified efforts by 7-Eleven franchised stores and Head Office, has been conducting environmental citizenship activity support projects, natural resource protection and conservation projects, publicity projects, and disaster recovery assistance projects based on donations from customers collected through collection boxes installed in stores* as well as contributions by Seven-Eleven Japan. One of the major pillars of the environmental citizenship activity support projects is the funding of NPOs and civic groups conducting regional environmental activities. The foundation has been calling for applications each year since 2001, with the goal of seeing regional donations used to support regional environmental activities.
The Seven-Eleven Foundation also operates the Kokonoe Furusato Nature School located in Kokonoe Town, Kusu District, Oita Prefecture and the Takao Forest Nature School in Hachioji City, Tokyo, based on the principle of "Learning from nature: how to promote coexistence and mutually beneficial relationships between people and nature and the natural environment and local communities." The Kokonoe Furusato Nature School is working to protect and preserve *satochi* regions and *satoyama* landscapes where people and nature coexist. They achieve this through activities such as those to preserve grassland environments and grassland butterflies and through promotion and awareness raising on rice paddies integrated with the natural environment and

on vegetables which grow in and are traditionally associated with the local area. In addition, the Takao Forest Nature School, which initially opened as a collaborative project with the Tokyo Metropolitan Government (TMG) in 2015, celebrated the 10th anniversary of its establishment in 2025. The project is operated in approximately 26.5 ha TMG-owned forest, where programs to allow participants to experience and learn about the importance of biodiversity are implemented via protection and conservation activities for invaluable flora and fauna. We are working to develop the human resources who will be responsible for passing on the region's nature, history, and culture to future generations utilizing the knowledge gained from these activities.

Donation Amounts at Seven-Eleven Storefronts

FY2021	FY2022	FY2023	FY2024
¥436,809,753	¥429,428,907	¥404,599,793	¥516,614,107

* The total amount of storefront donations since fiscal year 1994 is ¥10,143,901,735.

Grant Achievements for Environmental Civic Activities (including continuous grants)

	FY2021	FY2022	FY2023	FY2024
Total Number of Grants	272	285	268	275
Total Amount of Grants	¥138,350,724	¥155,361,354	¥161,864,664	¥153,926,505

*The cumulative number of grants since fiscal year 2001 is 5,178, and the total amount of these grants is ¥3,032,693,353.



Takao Forest and Nature School



Collection box placed on counters in stores



Kokonoe Furusato Nature School

Responding to Opinions and Requests

Our Group receives and responds to opinions and requests relating to the environment from customers and civic groups at the customer support departments of each Group company and at the Sustainability Development Office of Seven & i Holdings. In 2022, when we revised the material issues that Seven & i Holdings should address, we identified our material issues upon engaging in dialogue with stakeholders including customers, business partners, shareholders, and other investors, as well as sustainability experts.

› For more details about the revision process for material issues

Employee Environmental Education

In order to raise the environmental awareness of employees, our Group regularly holds training, events, and more with the aim of instilling basic knowledge and facilitating understanding of environmental matters in line with the characteristics of each of their businesses.

Conducting Group-Wide e-Learning

In response to the “GREEN CHALLENGE 2050” environmental declaration announced in May 2019, our Group has conducted Group-wide e-learning every year since 2020. In the fiscal year ended February 28, 2025, this e-learning was implemented for all our Group employees in Japan, with content that focused on introducing the status of the Group’s initiatives for the achievement of the targets in the “GREEN CHALLENGE 2050” environmental declaration, and activities that can contribute to the achievement of the targets through work and daily life.

Holding Environmental Events to Raise Awareness Among Employees

Our Group holds internal environmental events to provide opportunities to raise the environmental awareness of employees. For example, the Group employees participate alongside 7-Eleven franchisees in volunteer activities organized by the Seven-Eleven Foundation. Major activities include such conservation efforts as forest care operations ranging from tree planting to tree thinning and undergrowth cutting at “Seven Forests” in 19 locations throughout Japan (as of the end of February 2025), and marine afforestation initiatives to cultivate eelgrass habitats, which purify water and reduce CO2, thereby enriching the marine environments in Tokyo Bay and Osaka Bay. Personnel from Seven-Eleven Japan franchised stores and Head Office employees as well as the Group employees take part in these activities.
Additionally, we are engaged in various activities to raise employee awareness, particularly in October, which has been designated as Environment Month. In the fiscal year ended February 29, 2024, we conducted a food drive, involving households bring in surplus food to donate to a food bank, and tested an app that encourages environmentally friendly behavioral changes. In March 2024, this app commenced full-scale operations and, as of September 2024, 15 Group companies are providing employees with opportunities to reflect on environmental and societal issues as matters which directly concern them.

Number of Participants in "Seven Forest" Activities

FY2021	FY2022	FY2023	FY2024
494	1,058	1,771	2,071

* Cumulative total of 23,919 participants

› For more details about “Seven Forest” (in Japanese)
› For more details about the Tokyo Bay UMI Project (in Japanese)

Sustainable Environment Conservation Activities

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") collaborate with NPOs and other organizations to undertake measures that help prevent global warming and preserve biodiversity.

Seven & i Holding has endorsed the principles of the Task Force on Nature-Related Financial Disclosures (TNFD) as a means to enhance and promote our Group's natural capital-related and biodiversity conservation and restoration initiatives. In 2023, we joined the TNFD Forum in January, the SBTN Corporate Engagement Program in February, and the 30by30 Alliance for Biodiversity in September; and we are furthering our preparations for TNFD-based analyses and disclosure.

- For more details about the TNFD Forum
- For more details about the SBTN Corporate Engagement Program
- For more details about 30by30 Alliance for Biodiversity

Working with Local Regions to Leave a Rich Natural Landscape to the Next Generation

The Seven-Eleven Foundation, a general incorporated foundation, promotes the creation of "Seven Forests" at 19 locations nationwide (as of the end of February 2025) with the aim of contributing to the prevention of global warming and the maintenance and conservation of biodiversity. The creation of "Seven Forests" involves signing agreements with local governments and NPOs across the country, and recruiting volunteers from Seven-Eleven franchise store employees, headquarters staff, and local citizens.

Seven & i Holdings promotes the use of thinned wood as a solution to the problems faced by Japan's forests. As part of this initiative, some products under the group's private brand, "Seven Premium", use packaging and containers made from thinned wood from "Seven Forests". Additionally, the wood materials obtained from "Seven Forests" are used for store materials and office supplies within the group, and efforts are being made to commercialize these materials to promote the use of domestic wood.

- For details about Seven Forest (in Japanese)
- For details on Use of Forest Thinning Materials



Seven Forest Creation

Overview of Seven Forest Creation



Seven-Eleven Foundation

Seven-Eleven Foundation was established in 1993 for 7-Eleven stores and Seven-Eleven Japan to work together as one on environmentally-themed social contribution activities. Using money collected from in-store donation boxes and donations by Seven-Eleven Japan, the foundation engages in projects related to environmental citizenship activity support, nature conservation, public engagement, and disaster reconstruction assistance.
Seven-Eleven Foundation, in cooperation with various organizations, and based on the theme of restoring a rich natural environment, has continued its Seven Forest Creation activities to protect the natural cycle of forests, satoyama woodlands, rivers, and ocean, as well as to increase CO2 absorption and oxygen production. For our Mountain Forest Creation initiative, we carry out nurturing activities from tree planting to weeding and thinning, which leads to the conservation and restoration of abundant forests. Furthermore, as for Seven Forest Creation in the Sea project, the foundation is working to increase the amount of eelgrass, which purifies seawater quality and helps preserve biodiversity by absorbing CO2 in the sea and accumulating carbon. Seven-Eleven Foundation has concluded agreements with local governments/municipalities and NPO corporations, and is working with 7-Eleven franchised stores, headquarters staff, and citizens towards the goal of creating our natural environment where rich biodiversity can co-exist with the local people. In March 2021, Seven-Eleven Foundation concluded the "Cooperation Agreement on Environmental Conservation and Collaborative Efforts" with the Ministry of the Environment, and the Environmental Partnership Council (EPC), which is an organization entrusted with the Global Environmental Outreach Centre (GEOC). In April 2023, we signed the “Cooperation Agreement on Environmental Conservation and Collaborative Efforts in National Parks,” with the aim of joint action and cooperation on environmental conservation activities in national parks alongside the Ministry of the Environment's Nature Conservation Bureau and organizations engaged in local community activities.
The foundation also operates the Kuju Furusato Nature School and Takao Forest Nature School under the foundation’s basic philosophy of "learning from nature on the coexistence and co-prosperity of people and nature, the natural environment and local communities.” Both schools collaborate with government agencies, companies, and educational institutions through activities to protect and preserve the natural environment. The schools also contribute to human resource development by providing learning experiences such as those on the importance of biodiversity, local nature, history, the culture of the region, and pass them on to future generations. Not only educational activities but the schools also engage with research activities. The Kuju Furusato Nature School has been registered as a monitoring site to the "Monitoring Site 1000" project operated by the Biodiversity Center of the Ministry of the Environment and has been monitoring flora and fauna since 2008. The Takao Forest Nature School has also been registered since 2018. Kuju Furusato Nature School's "Decade of Rice Paddy Biodiversity Enhancement Project" is registered as an authorized collaborative project of the United Nations Decade of Biodiversity Japan Committee (UNDB-J).

Donation Amounts at Seven-Eleven Storefronts

FY2021	FY2022	FY2023	FY2024
¥436,809,753	¥429,428,907	¥404,599,793	¥516,614,107

Grant Achievements for Environmental Civic Activities (including continuous grants)

	FY2021	FY2022	FY2023	FY2024
Total Number of Grants	272	285	268	275
Total Amount of Grants	¥138,350,724	¥155,361,354	¥161,864,664	¥153,926,505

› Seven-Eleven Foundation website (in Japanese)

Operation of learning facilities for the protection and preservation of the natural environment

Name	Web Link (Japanese)
Takao Forest Nature School	LINK
Kuju Furusato Nature School	LINK

Examples of partnerships to protect and preserve the natural environment

Name	Details	
The Ministry of Environment “Monitoring Site 1000”	Participation in continuous activities to collect and accumulate natural environment data since 2008	Link (Japanese)
	The Ministry of Environment	Link
"Cooperation Agreement on Environmental Conservation and Collaborative Efforts" (Link) (Japanese)	Environmental Partnership Council (EPC), which is entrusted with the Global Environment Outreach Centre (GEOC)	Link
Seven Forest Creation; Seven Forest Creation in the Sea	Forest nurturing activities from tree planting to clearing and thinning and activities to purify water quality and produce oxygen, as well as activities to restore eelgrass beds which reduce CO2 levels	Link (Japanese)
Tokyo Bay UMI Project	In addition to beach cleanups, the project promotes restoring water quality, planting CO_2-absorving plant - eelgrass to enhance the healthy ocean environment.	Link (Japanese)
Mt. Fuji Conservation Activities	Since 1994, with the cooperation of the Mt. Fuji Club (NPO), cleanup and removal of invasive species have been conducted on both the Yamanashi and Shizuoka sides of the mountain.	Link (Japanese)
Kiritappu Wetland National Trust	In order to pass on the rich ecosystem of Kiritappu wetland to the next generation, the foundation promotes the National Trust Movement together with the Kiritappu Werland National Trust (NPO)	Link
The United Nations Decade of Biodiversity Japan Committee (UNDB-J)	"Decade of Rice Paddy Biodiversity Enhancement Project" is registered as an authorized collaborative project with UNDB-J	Link (Japanese)

Sale of Rice Cultivated while Protecting the Environment and Biodiversity

Ito-Yokado sells a rice series that is cultivated with measures designed to protect the environment and biodiversity in place. It not only uses fewer agrichemicals and chemical fertilizers, but also encourages agroecology, in which rice fields also serve as wildlife habitats. A portion of the proceeds from the products is donated to environmental maintenance in the production areas. In the fiscal year ended February 28, 2025, approximately 17,000 yen was donated to the Toyooka City Oriental White Stork Fund from the sale of "Koshihikari Rice Nurturing White Storks," and approximately 45,000 yen was donated to the Sado City Toki Environmental Maintenance Fund from the sale of "Certified Rice from the Home of Living with Crested Ibis Niigata Prefecture Sado Koshihikari".



Environmentally Friendly and Nature-Symbiotic Cultivated Rice

Participating in the Green Down Project

Ito-Yokado has been participating in the Green Down Project, the objective of which is appropriate disposal and recycling of down products. Since March 2020, we have had in place a system at stores for the full-time collection of futons, jackets, and other down items from customers and are thereby working to realize a circulation cycle for items made from down.
From March 2020 to December 2024, a total of 6,315 items were collected, and the proceeds from their sale from January to December 2024, amounting to approximately 180,000 yen (including tax), were donated to the Kumano Kodo Iseji in Mie Prefecture, which marked the 20th anniversary of its World Heritage designation in 2024, to contribute to environmental conservation.

Material Issue 7 Achieve a sustainable society through partnerships

Approach to the Material Issue

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") believe that its important role is to contribute to achieving a sustainable society by providing socially and environmentally friendly products and services. Cooperation with our partners, such as franchisees and business partners is indispensable to provide them.

In every process from procuring raw materials to delivering products to customers, Seven & i Holdings believes that it must not only comply with laws and regulations, but it must also supply valuable products that show consideration for society and the environment. This will contribute to improving the sustainability of resources and is crucial to enhancing the strength of supply chains and ensuring business continuity. Partnerships are also important to solve social issues such as the SDGs and to create new experiential value.

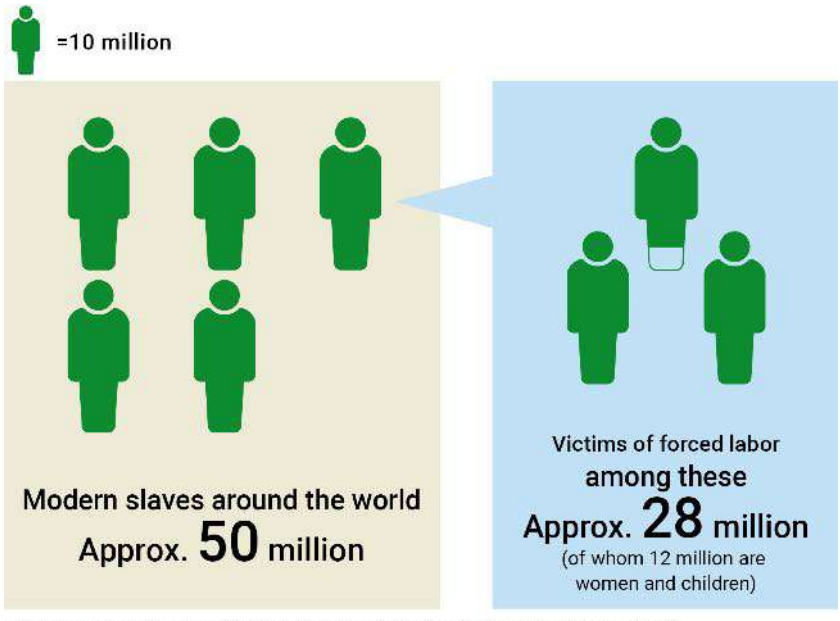
To this end, we promote initiatives throughout the value chain, including our franchisees and business partners.

Background to the Material Issue

Heightened Interest in the Social and Environmental Impact of Supply Chains

Modern slavery refers to people who are subjected to forced labor, human trafficking, sexual exploitation, forced marriage, and other forms of exploitation, and it is estimated that there are about 50 million such individuals worldwide. Additionally, 28 million people are engaged in forced labor, of which 12 million are women and girls.
Amidst the existence of various social issues like these around the world, there is an increasing number of consumers who wish to purchase products produced through fair trade. In line with the growing awareness of ethical consumption, it has become important to build a sustainable business model throughout the entire supply chain.

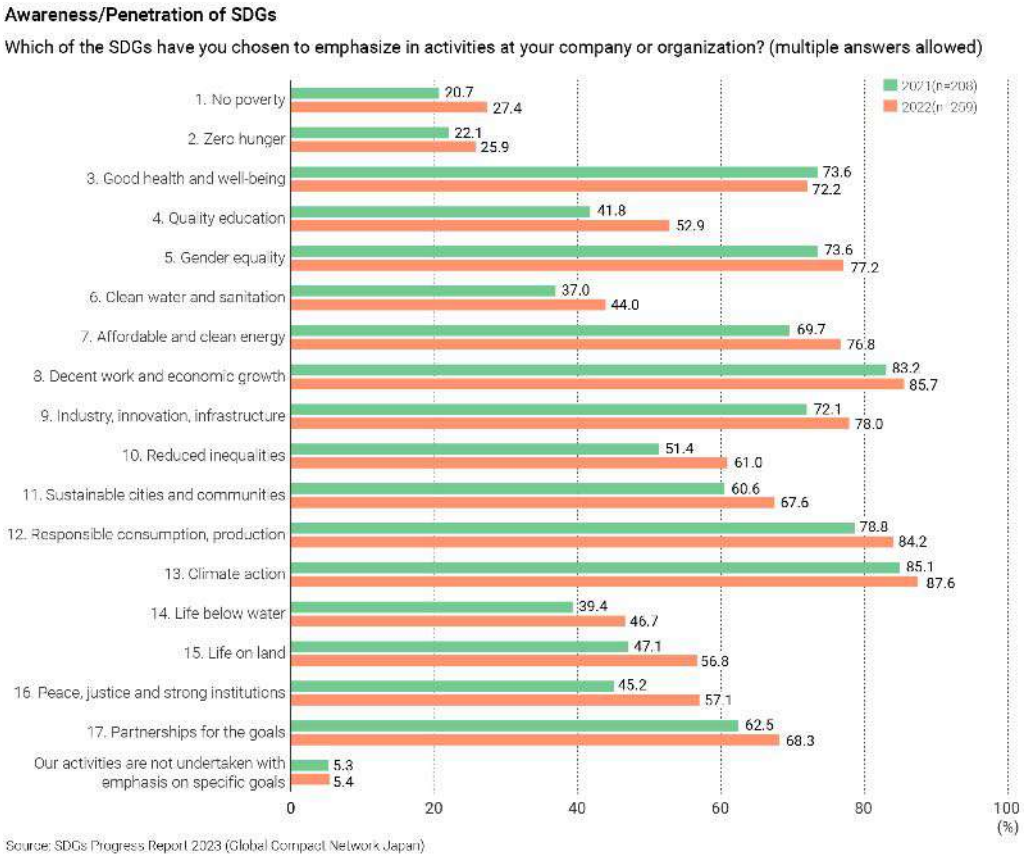
* Source: "Global Estimates of Modern Slavery," a report by the International Labour Organization (ILO)



Source: Global Estimates of Modern Slavery (International Labour Organization (ILO))

Growing need for partnerships

Recently, as the impact of social issues has grown, it has become increasingly difficult for a single organization to solve them. That is the reason why SDGs call for the importance of partnerships. In addition, in order to respond to impending issues as early as possible and provide greater value, it is necessary to combine the knowledge and technologies of a diverse range of partners, not just one's own company.



Contribution to SDGs

By addressing this material issue, our Group improves the resilience of its supply chain and contribute to the achievement of Sustainable Development Goals (SDGs) 1 and 8, 10, 12, 16, and 17.



Seven & i Holdings' Initiatives

Building a Sustainable Supply Chain Together with our Business Partners >

Expanding Services as a Form of Social Infrastructure >

Building a Sustainable Supply Chain Together with our Business Partners

Since its establishment, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") have always been committed to being a sincere company that is trusted by the various stakeholders who support our corporate activities, including customers, business partners, shareholders, local communities, and employees, as stated in our corporate creed.
Today, the world is facing a variety of issues related to human rights. Companies are being required to fulfill their social responsibilities, such as respecting and protecting human rights throughout the supply chain of the products and services they handle, complying with laws and regulations, protecting the environment, and giving consideration to working conditions. Our Group places the highest priority on respecting and protecting human rights, and we ask our business partners to understand and implement the Seven & i Holdings Business Partner Sustainable Action Guidelines. We believe that we can provide safe and secure products to our customers by working together with our suppliers to implement the Seven & i Holdings Business Partner Sustainable Action Guidelines and build a supply chain that fosters sustainable development.



Strengthening Enactment of the Seven & i Holdings Business Partner Sustainable Action Guidelines

Seven & i Holdings is strengthening the enactment of the Business Partner Sustainable Action Guidelines in order to provide safe and reliable products to customers and to fulfill our social responsibilities in areas such as human rights, labor, and the environment in cooperation with our suppliers. We also ask our suppliers to conduct and promote human rights due diligence.

Thorough Implementation of the Seven & i Holdings Business Partner Sustainable Action Guidelines

In April 2017, Seven & i Holdings revised the "Seven & i Group Business Partner Action Guidelines" formulated in 2007 as the "Seven & i Holdings Business Partner Action Guidelines," and we have asked our business partners to understand and comply with these guidelines. In December 2019, we further revised these guidelines as the "Seven & i Holdings Business Partner Sustainable Action Guidelines" (hereinafter, the Guidelines). Further revisions were made in March 2025 in light of various environmental changes. The purpose of the Guidelines is not only to ensure the safety and quality of products and services handled by our Group, but also to fulfill our social responsibilities together with our suppliers by promoting the protection and respect of human rights, compliance with laws and regulations, global environmental conservation, and consideration for the working environment throughout the supply chain. These guidelines are disseminated to all Group companies through various meetings with suppliers.

Seven & i Holdings Business Partner Sustainable Action Guidelines (Excerpt)

1. Compliance with Laws and Respect for International Norms
2. Respect for Human Rights
3. No Child Labor and Protection for Young Workers
4. No Forced Labor
5. Employment and Protection of Workers
6. Payment of Living Wages
7. Prohibition of Abuse, Harassment, Discrimination and Inhumane Treatment
8. Occupational Health and Safety
9. Preservation of Global Environment
10. Prevention of Confidential Information Leakage and Information Management
11. Management of Personal Information
12. Quality Control and Ethical Response
13. Relationship with Local and International Communities
14. Anti-corruption and Fair Business Practices
15. Protection of Intellectual Property
16. Export and Import Management
17. Development of Whistle-blowing Systems
18. Disaster Preparedness
19. Development into Supply Chain
20. Monitoring

> The Seven & i Holdings Business Partner Sustainable Action Guidelines can be found here.

*As of September 2025, available in 21 languages.

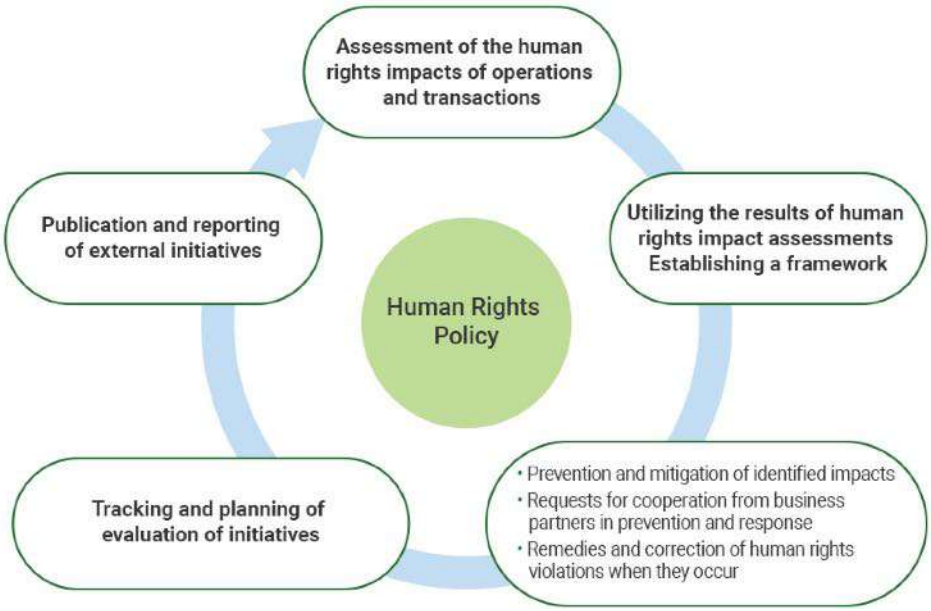
Establishment of a Human Rights Due Diligence System

Our Group's management philosophy is to be a sincere company that is trusted by various stakeholders, as stated in its corporate creed. In particular, we recognize that "respect for human rights" is the most important factor in conducting sustainable business activities and remaining a trustworthy and honest company.

In October 2021, our Group established the Seven & i Holdings Human Rights Policy to understand the human rights of all stakeholders, including customers, business partners, shareholders, local communities, and employees, and to fulfill our responsibility to respect human rights.

In order to respect and protect human rights in the supply chain, the Seven & i Holdings Business Partner Sustainable Action Guidelines express the Group's stance on respect for human rights and request that suppliers comply with the guidelines. The Seven & i Holdings Business Partner Sustainable Action Guidelines have been formulated as action guidelines that focus on respect for human rights in accordance with international labor standards such as the United Nations Guiding Principles on Business and Human Rights, the ILO Basic Labour Conventions, and the OECD Guidelines for Multinational Enterprises. We are working to strengthen our human rights due diligence system by implementing a human rights due diligence process that includes the identification and assessment of human rights risks, the implementation of actions to mitigate human rights risks, the monitoring of corrective actions, and the disclosure of information, as well as developing a grievance mechanism and promoting dialogue with stakeholders.

Human Rights Due Diligence Diagram



Human Rights Due Diligence System for the Business Partner Sustainable Action Guidelines

Our Group assesses the potential negative human rights impacts of its business activities on the supply chain, and based on the results of the assessment, prevents and mitigates the identified negative human rights impacts, requests cooperation from suppliers in preventing and addressing such impacts, and takes remedial and corrective actions in the event of human rights violations. We have an ongoing process of conducting follow-up evaluations and disclosing the results on our website.

Assess, Identify, and Analyze negative impacts on Human Rights:

Grasping the production factories of private-brand products, conducting self-checks by suppliers, and conducting CSR audits by a third-party auditing organization

Actions:

Education and awareness-raising activities aimed at reducing human rights risks, memorandum on CSR with suppliers commissioned to manufacture private-brand products, start of business transactions based on the premise of obtaining CSR audit certification at private-brand product manufacturing factories in China and Southeast Asia

Follow-up Evaluation:

Issue remediation and corrective action support

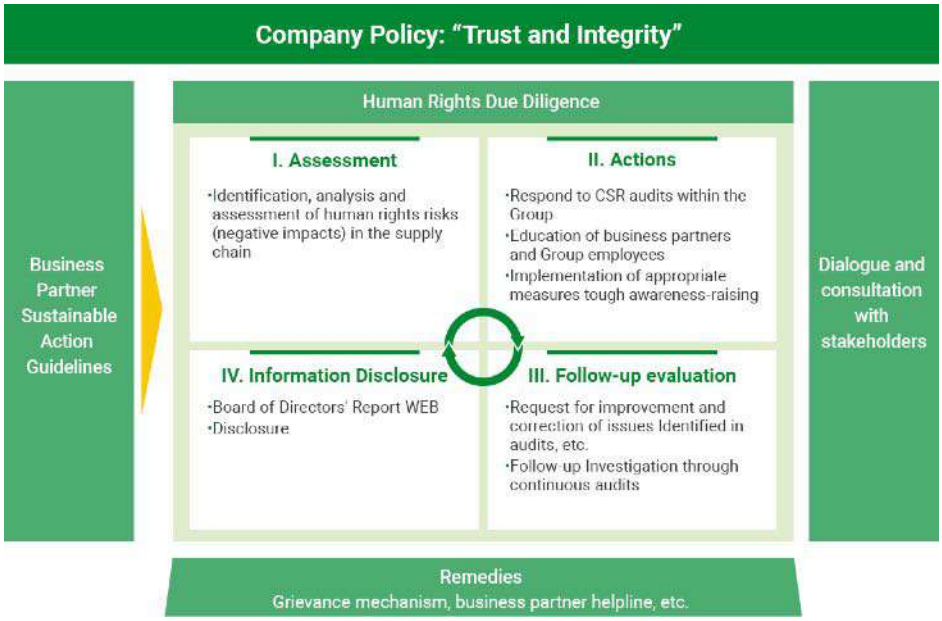
Information Disclosure:

Report the results to the Board of Directors and publish the results on the web

Relief Measures:

Establishment and operation of a dedicated supplier helpline as a grievance mechanism

Human Rights Due Diligence System for the Business Partner Sustainable Action Guidelines



Our Group classifies supplier risks into five levels (R1 to R5) by region from the perspectives of human rights, labor environment, and global environmental conservation, and designates the region with the highest risk as R1, with "emerging regions in China and Southeast Asia" as R1 for priority response.

Operation of a Dedicated Helpline for Business Partners as a Grievance Mechanism

Seven & i Holdings has established the Seven & i Holdings Business Partner Helpline at a third-party organization as a consultation and reporting contact for early detection and prevention of problems in order for us and the Group companies to continue to be an honest company trusted by society. We are striving to further ensure fair trade by receiving consultations and reports from suppliers, regarding violations of laws and regulations, social norms, contracts, and internal rules including the "Seven & i Holdings Corporate Action Guidelines" concerning officers and employees of us and the Group companies, and serious violations of the "Seven & i Holdings Business Partner Sustainable Action Guidelines" concerning suppliers, including those in the supply chain of us and the Group companies, and human rights violations, etc., as stipulated in the Seven & i Holdings Human Rights Policy.

*Reports related to internal matters of business partners, 7-Eleven franchisees, and employees of Seven & i Holdings and its subsidiaries are generally excluded from the scope of this service. Please note that we may not be able to respond to inquiries from those not eligible to use the service.

› Click here for the Seven & i Holdings Business Partner Helpline

[Contact Information]

・Consultation and Report within Japan (Domestic Reporting)

(1)Contact: IntegreX Inc.

(2)WEB: › http://ws.formzu.net/fgen/S53103280 (in Japanese)

E-mail：7andi-helpline@integrex.jp

Mailing address: 7F, 5-8-14 Hiroo, Shibuya-ku, Tokyo 150-0012, Japan (IntegreX Inc.)

・Consultation and Report from oversea (Oversea Reporting)

(1)Contact: Dedicated website of TSUHO Support Center Co., Ltd. (Global Stakeholders Hotline)

(2)WEB: › https://7andi-helpline.kaigaitorihiki.com (Company code: 7andihelpline)

Languages supported: English, Thai, Portuguese, Japanese

*We do not accept reports from China, the U.S., Russia, or North Korea.

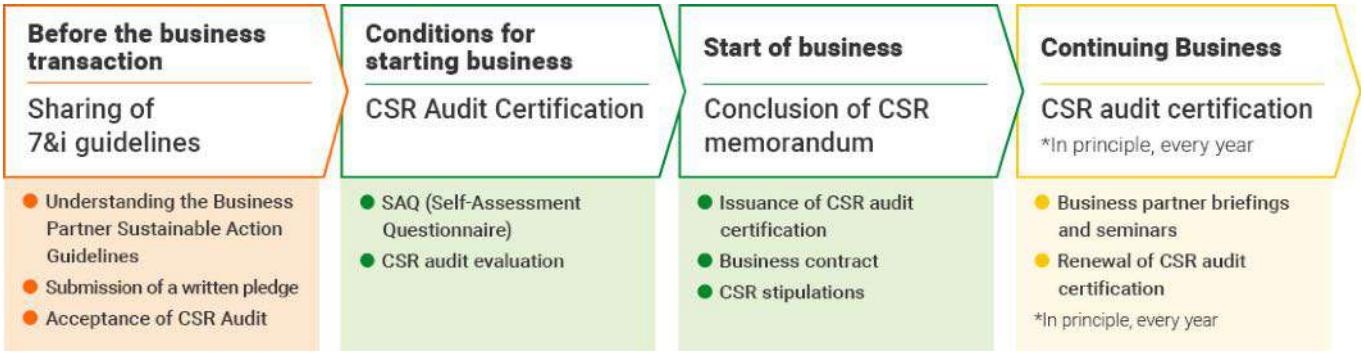
*We have adopted a method in which there are no fields for entering personal information such as e-mail addresses or names. Please note that there is no mutual communication between us and information providers.

Operation of the Seven & i Holdings Business Partner Sustainable Action Guidelines

Our group has asked factories that manufacture our private-brand products (Seven Premium) and private-brand products of the Group companies to cooperate in CSR audits if they are located in areas of high risk for human rights protection and legal compliance. In addition, our Group has been conducting CSR audits of factories that manufacture private-brand products in general. We also share the status of promotion of the Seven & i Holdings Business Partner Sustainable Action Guidelines with our suppliers and support corrective measures for problems.

We ask potential suppliers to understand and comply with the Guidelines before starting business with us. If the supplier is found to be in compliance based on the results of the CSR audit and the status of corrective measures, a "Certificate of Conformity" is issued. The acquisition of a Certificate of Conformity is a prerequisite for continuing business with us.

Flow of CSR Audit and Certification System for PB Manufacturing Factories in China and Southeast Asia



Agree to the Memorandum on CSR

Our Group, together with its suppliers, aims to realize the goals of Goal 8 of the SDGs, which are "human-oriented employment with job satisfaction," "eradication of forced labor," and "prohibition and elimination of child labor. In addition, we will actively work to maintain and improve the appropriate working environment of our suppliers, such as by "ensuring appropriate labor practices in the supply chain. We ask our suppliers to agree to a memorandum on CSR as a condition of starting/continuing business with us when we outsource the manufacturing of our private brands.
In order to fulfill our responsibility to respect corporate social responsibility (CSR) and human rights, and to contribute to the realization of a sustainable society, we confirm that we will comply with the Corporate Action Guidelines and that we will continue to work together to promote CSR and human rights considerations throughout the supply chain. The purpose of this report is to confirm that we will continue to work together to promote CSR and respect human rights throughout the supply chain in light of the demands of society.

Memorandum on CSR

- Article 1 (Purpose)
- Article 2 (Compliance with the Seven & i Holdings Business Partner Sustainable Action Guidelines)
- Article 3 (Implementation of Internal Control over the Business Partner Sustainable Action Guidelines)
- Article 4 (Explanation of the Business Partner Sustainable Action Guidelines, etc.)
- Article 5 (Obligation to Report the Status of Compliance with the Business Partner Sustainable Action Guidelines, etc.)
- Article 6 (Duty to report)
- Article 7 (Right of A to investigate and audit)
- Article 8 (Demand for correction in case of violation)
- Article 9 (Right of cancellation in case of non-compliance with demand for correction)
- Article 10 (Indemnification for damages)
- Article 11 (Revision of the Business Partner Sustainable Action Guidelines)
- Article 12 (Effective Period)
- Article 13 (Governing Law and Jurisdiction)
- Article 14 (Matters to be discussed)

*This document has been prepared with reference to the materials of the Japan Federation of Bar Associations.

Conducting Self-Checks

Our Group provides a self-check sheet to allow suppliers to check the status of their promotion of the Business Partner Sustainable Action Guidelines and to support corrective actions as necessary. This checklist was created with reference to ISO 26000, the Keidanren Charter of Corporate Behavior, the OECD Guidelines for Multinational Enterprises, and the ILO International Labour Standards. Since November 2018, we have been checking similar content (124 items) as the CSR audits, including human rights and labor environment, global environmental preservation, and information management, for private brand product manufacturing contractors of our Group companies. In the fiscal year ended February 28, 2025, self-checks were collected from 1,035 factories to confirm their management status.

Items on the Self-Check Sheet (Excerpt)

1. Legal Compliance
2. Respect for Human Rights and Dignity
3. Human Resources and Workplace Environment
4. Preservation of Global Environment
5. Relationship with Local and International Communities
6. Information Management
7. Product Safety Assurance
8. Fair Business Practices
9. Monitoring

Status of Self-Check Responses

FY	No. of Factories Targeted	No. of Factories who Replied (No. of Domestic/ Overseas Factories)	Response Rate
2024	1,218 factories	1,035 factories (838/197)	85.0%
2023	1,210 factories	1,151 factories (825/326)	95.1%
2022	1,386 factories	1,287 factories (869/418)	92.9%
2021	1,593 factories	1,303 factories (894/409)	81.7%
2020	1,546 factories	1,267 factories (854 /413)	81.9%

In order to ensure the safety and security of products and to realize a sustainable society together with our suppliers, our Group has conducted third-party audits to the manufacturing factories of our suppliers in accordance with our own audit items (16 major categories and 117 check items). The audit items comply with international conventions such as the International Labour Organization (ILO) Convention, which is a global standard, and ISO 26000, and consist of the Seven & i Holdings Business Partner Sustainable Action Guidelines, protection of human rights, compliance with laws and regulations, occupational health and safety, and environmental protection.

16 Major Categories and 117 Items in the CSR Audit (Excerpt)

1. Implementation of Management System and Rules

- Organizations must implement and maintain a system in compliance with all items of the Seven & i Holdings Business Partner Sustainable Action Guidelines
- To the extent feasible, organizations should extend the Guidelines to their own supply chains.
- Organizations must monitor and comply with relevant laws and regulations, as well as international treaties and so forth.

2. Forced Labor

- There must be no forced, bonded or coerced prison labor.
- Employers must not force workers to make a financial deposit or submit their identification documents, such as a passport, and freedom of movement must be assured.
- Workers may resign freely as they wish, after giving adequate notice.
- National and regional laws pertaining to forced labor are recognized.

3. Freedom of Association

- Workers have the right to establish or join labor unions of their own choosing without being subject to discrimination, and hold the right to collective bargaining.
- Local laws and workers' rights concerning freedom of association are recognized.

4. Health and Safety

- Safety protection measures must be applied to equipment and machinery and preventive maintenance must be undertaken.
- Chemicals must be handled and stored appropriately.
- All necessary protective equipment must be purchased and regularly replaced.

5. Child Labor and Young Underage Workers

- Children must not be put to work.
- Young workers under the age of 18 must not be made to work at night, or in a hazardous environment. This work includes tasks using chemical substances, work near such substances, or work where there is hazardous machinery or excessive noise. Heavy labor, night shifts, and work for long hours are also included.

6. Living Wages

- Wages must be paid at or above the national/regional legal standards, and also be paid at or above the living wage that enables employees to maintain an appropriate standard of living. The living wage includes welfare benefits (such as subsidies for lunch expenses and dormitory fees).
- Overtime allowances must be paid at the required statutory ratio.
- All allowances and benefits must be provided to workers as required by law.

- Documents detailing the labor conditions of workers, such as wage slips, information of labor recruiters, and contracts must be disclosed to workers.

*The living wage includes food, housing cost, clothing, and other additional expenses related to health, transportation, personal care, child care, and education.

*The base of the living wage calculation is based on the anchor calculation method of the Global Living Wage Coalition.

7. Working Time

- Workers must not be habitually required to work over 48 hours per week. On average, workers must be given a rest period of one day every 7 days. Overtime must be voluntary and must not exceed 12 hours per week. Overtime must not be habitually requested and additional fees must always be paid.

8. Discrimination

- Discrimination in the course of recruitment, remuneration, provision of training, pay raises, dismissal and retirement is prohibited with respect to race, class, nationality, religion, age, disability, gender, marital status, sexual orientation, union membership, or political party affiliation.

9. Regular Employment

- To the extent possible, operations must be executed on the basis of generally accepted employment relationships based on national laws and regulations.
- Recruitment fees for workers to get a job must be borne by employers, not by the workers ("Employer Pays Principle") unless allowed by local labor law.

.10. Subcontracting Agreements, Domestic Industry, Outsourced Processing

- Subcontracting is not permitted without the prior consent of customers.

11. Disciplinary Action

- Physical abuse or punishment, threats of physical abuse, sexual or other forms of harassment, or verbal abuse or threats, must be prohibited.
- Disciplinary methods must be fair and effective and must not be arbitrary.
- Employers must show respect for the mental, emotional and physical health of workers in connection with the necessary disciplinary action.

12. Environment

- Organizations must pursue continuous improvement in their environmental performance and, at the very least, comply with local requirements and international laws and regulations.
- Chemical substances prohibited by international treaties, or laws and regulations, must not be used.

13. Fair Business Practices

- Laws and regulations related to fair business practices must be understood and complied with.

14. Ensuring Product Safety

- Products delivered to each our operating company must comply with the quality standards requested by each relevant operating company and comply with relevant legal standards established in Japan.

15. Security Management

- Security systems must be in place to ensure protection from access with malicious intent.

16. Interests of Local Communities

- Relationships with anti-social forces must be rejected.

Evaluation and Certification of CSR audits

The 16 major categories of the CSR audit are divided into three evaluation categories. The four most important categories are "forced labor," "child labor and young workers," "living wage (minimum wage)," and "disciplinary punishment. If any of these non-conformities is found, it will be classified as [Critical Non-conformity 1], and a recommendation will be made to the Group's operating companies that have contracts with the factory in question to discontinue business.
The next most important audit categories are categories of laws and regulations related to "health and safety," "working hours," "subcontracting," "environment," and "product safety." If a non-conformity is found, it is classified as a "Critical Non-conformity 2," and we notify the Group companies that have contracts with the factory in question to consider whether or not to continue doing business with them. If we decide to continue our business, we will conduct a follow-up audit to confirm that the problem has been corrected before continuing our business.

16 Audit Categories and Evaluation Categories (C1, C2)

:Critical non-conformity(C1) :Critical non-conformity(C2)

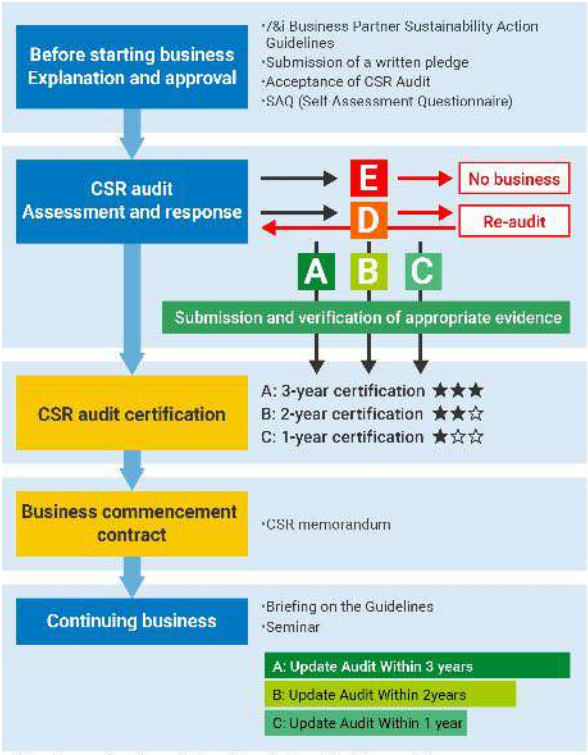
No.	Classification
1	Management System and Action Guideline Implementation
2	**Forced Labour**
3	Freedom of Association
4	**Health and Safety**
5	**Child Labour and Youth Workers**
6	**Living Wages**
7	**Working Hours**
8	Discrimination and Harassment

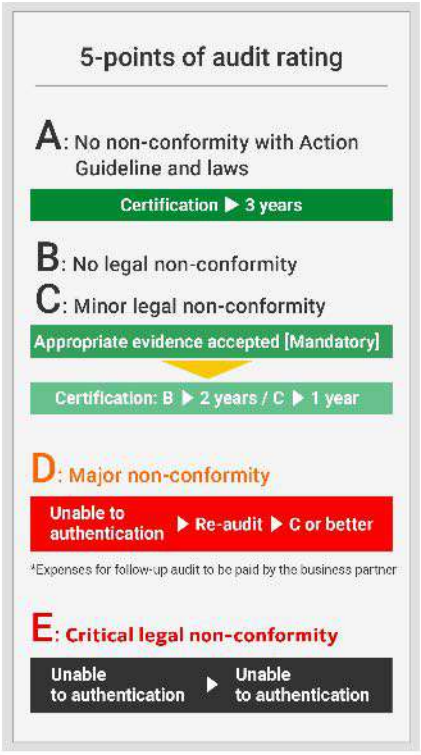
No.	Classification
9	Regular Employment
10	**Subcontracting, Cottage Industry, External Processing**
11	**Punishment**
12	**Global Environment Conservation**
13	Anti-corruption and Fair Trade
14	**Ensuring product safety**
15	Security Management
16	Community benefits and disaster response

Evaluation Standard

CSR audit results are evaluated on a five-point scale of A, B, C, D, and E.
The "A" rating indicates that the CSR audit did not reveal any non-conformity with laws, regulations, or local ordinances, nor did it reveal any non-conformity with the Seven & i Holdings Business Partner Sustainable Action Guidelines.
"B" is for factories where no legal non-conformity was found but non-conformity to the Seven & i Holdings Business Partner Sustainable Action Guidelines was found, and "C" is for factories where no serious non-conformity was found but legal non-conformity was found.
"D" is the evaluation of a factory that has been confirmed to have Major Non-conformity Critical 2 or that has been confirmed to have 10 or more non-conformities with laws and regulations.
"E" is the rating for the most serious situation, where at least one [Critical 1 Major Non-conformity] corresponding to [Forced Labor], [Child Labor], [Living Wage (Minimum Wage)], or [Punishment] is identified, or where 10 or more [Critical 2 Major Non-conformities] or 20 or more non-conformities with laws and regulations are identified. All non-conformities are corrected within 90 days from the audit date, and if correction is confirmed, certification is given in accordance with the evaluation.

Certification Operational Rules (in China and Southeast Asia)





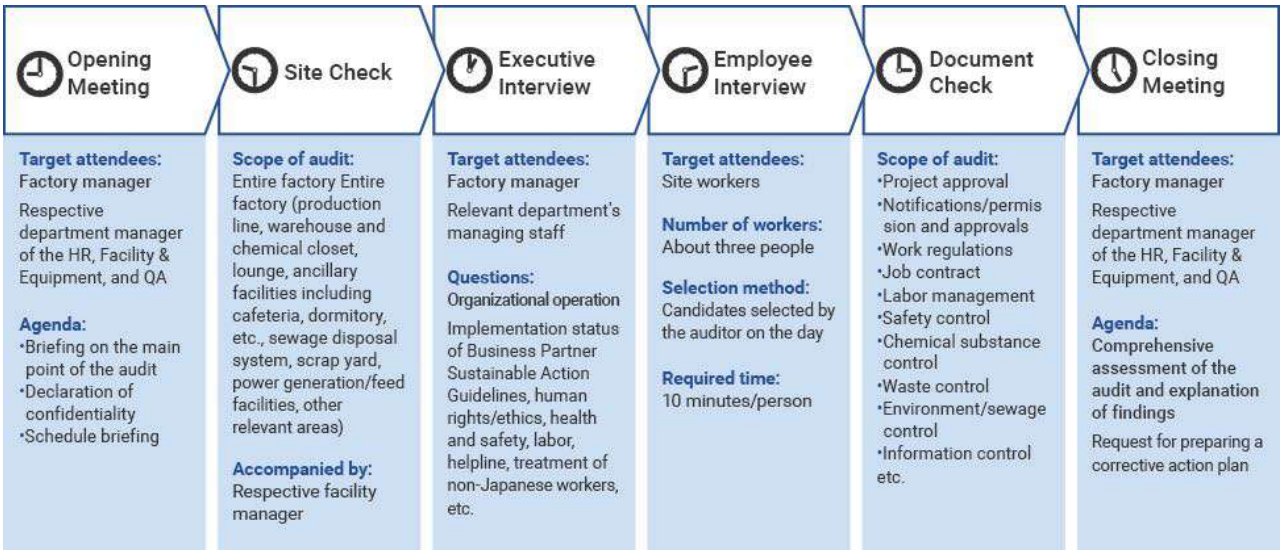
Audit Evaluation Standard

Evaluation	Unsuitable content	Conditions (not applicable)	Certification Criteria
A	No non-conformity with Action Guideline and laws	0	3-year certification
B	●Minor non-conformity with Action Guideline	1~9	appropriate certificate acceptance 2-year certification
	●Major non-conformity with laws	0	
C	●Minor non-conformity with Action Guideline	10 or more	appropriate certificate acceptance 1-year certification
	●Major non-conformity with laws	1~9	
D	●Major non-conformity with laws	10~19	**Re-Audit** Continued business with "C" or higher *Up to 1 year certification
	●Critical non-conformity (C2)	1~9	
E	●Major non-conformity with laws	20 or more	Recommendation to terminate business
	●Critical non-conformity (C2)	10 or more	
	●Critical non-conformity (C1)	1 or more	

*C1: 7&i Significant noncompliance regarding forced labor, child and juvenile labor, disciplinary actions, and living wage within audit requirements and reports.
*C2: Major nonconformities in health and safety, working hours, subcontracting environment, and product security.
* Even in case of a rating equivalent to A or B, the certification may be for one year.

Flow of the Day of the CSR Audit

Seven & i Holdings provides advance notice and visits the factories to be audited to confirm compliance with the CSR audit items by checking sites, documents (e.g., pay slips), and data, and by interviewing managers and workers. Interviews with workers are conducted in a separate room, with only the auditors present, to prevent any instructions or retaliation from the employers. In principle, on-site audits are conducted in one day, from 9:00 a.m. to 6:00 p.m. Materials and images submitted by the factory during the audit will be properly managed and supplemented based on the confidentiality agreement, and will not be leaked to outside parties.



Confirmation of Correction after Audit

If any non-conformity is found as a result of the audit, the third-party audit organization will point out the non-conformity to the supplier. Suppliers are requested to submit a Corrective Action Plan (CAP) based on the findings to the audit organization within 10 business days after the audit, and are required to take immediate action to improve the issues identified. After receiving a report from the supplier on the completion of improvement, we will confirm the completion of the improvement by receiving photos and collateral materials (evidence) showing the improvement. However, in cases where a certain standard is exceeded, such as when a large number of serious non-conforming items occur, we visit the factory again and conduct another audit to confirm that the problem has been corrected.

◆Process for submitting a Corrective Action Plan (CAP)

(1) Report on the cause of non-conformity and corrective action plan: Submit to the auditor within 10 days

(2) Implementation of corrective actions: Submit evidence to auditors within 90 days.*

(3) Appropriate CAP: Accepted by auditor → Confirmed and approved by Seven & i Holdings → Certificate issued

Inappropriate CAP: Return submitted documents and request for re-submission

*If evidence of correction is not submitted within 90 days of the completion of the audit, a re-audit (follow-up audit) will be conducted.

Response to Major Non-conformities

Seven & i Holdings does not tolerate any form of human rights violation in the Group's business or supply chain. Our response to the major non-conformities is stipulated in the "Seven & i Holdings Business Partner Sustainable Action Guidelines," which we disseminate to all our suppliers and explain at supplier briefings.

CSR Audit Certification System

Seven & i Holdings issues a Certificate of Conformity to suppliers when the results of CSR audits indicate conformity. If a nonconformity is found, a "Certificate of Conformity" is issued to the supplier when the non-conformity has been corrected or when the third-party auditing organization and Seven & i Holdings determine that the content of the plan described in the CAP is valid.


Certificate
適合認証書

CSR audit certification "Certificate of Conformity"

Results of CSR Audits of Suppliers

CSR audits of Overseas Factories

Since fiscal 2012, Seven & i Holdings has been conducting annual CSR audits to confirm compliance with the Seven & i Holdings Business Partner Sustainable Action Guidelines by defining critical suppliers as those factories that are judged to be particularly important from the perspective of risk management. We conduct annual CSR audits to confirm compliance with the Seven & i Holdings Business Partner Sustainable Action Guidelines.
In order to ensure fairness, we outsource our audits to an external inspection organization, TÜV Rheinland Japan. Regular meetings are held with auditors every year to standardize the required items.

Our Definition of “Critical Suppliers”

Seven & i Holdings defines 1,218 factories as critical suppliers. They manufacture the Group's private brand products, Seven Premium, or private-brand products for Group companies in China and Southeast Asia (13 countries). They deal with high volume and we consider them critical for our products and non-substitutable. As of the end of February, 2025, approximately 260,000 people worked in the factories defined as critical suppliers, with a gender ratio of approximately 48% male and 52% female.

Number of CSR Audits (Overseas Factories)

FY	2012	2013	2014	2015	2016	2017	2018	2019
No. of audited factories	17	28	328	226	245	215	274	304
Implementation rate*1 (%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

FY	2020	2021	2022	2023	2024	2025 Plan
No. of audited factories	413	357	322	254	200	200
Implementation rate*1 (%)	89.8*2	79.9*2	74.2*2	77.7	83.3	—

*1 Ratio of the number of factories audited to the planned number of factories (excluding factories that no longer need to be audited due to completion of production, cessation of business)

*2 Suspended audits at some factories to prevent spread of new coronavirus

Number of Re-audited Factories (Overseas)

FY		2020	2021	2022	2023	2024
Product Category	Aparel	24	17	17	3	1
	Household Goods	9	12	3	4	3
	Foods	7	8	8	5	2
Total		**40**	**37**	**28**	**12**	**6**

*Introduce a certification system based on CSR audits as a condition for starting new transactions from FY2020

> Number of Factories with Non-conformity Found by Country and Audit Category from FY2020 to FY2024 (Oversea Factories)

> Number of Factories Audited by Product Category from FY2020 to FY2024 (Oversea Factories)

Response to Non-conformities (CSR Audit Major Non-Conformity Cases and Remedial, Corrective, and Preventive Actions for Non-Conformity)

In the fiscal year ended February 28, 2025, overseas CSR audits were conducted at 200 factories. Serious non-conformities, equivalent to C2 non-conformities, were identified at six factories and corrective actions were taken. Non-conformities related to occupational health and safety (management of chemicals/maintenance of facilities/failure to use personal protective equipment, etc.) and living wage (unpaid wages/inadequate employment contracts, etc.) were identified. We immediately took corrective actions on the matters indicated, including reviewing management methods and ensuring use of personal protective equipment and payment of unpaid wages. In the case of improper management of chemicals, for example, we confirmed the implementation of corrective actions, including the transfer of chemicals to separate controlled areas and implementation of proper management within those areas. In addition, corrective actions were confirmed for all major and minor non-conformities identified through CSR audits. As a result of the CSR audits, no non-conformities were found involving forced labor, child labor for those under 15 years of age, or disciplinary measures.

To prevent the occurrence of non-conformities, we conducted online compliance training for suppliers in the fiscal year ended February 28, 2025 on-demand. It explains examples of non-conformities that are likely to occur (e.g., human rights violations). A total of 4,700 people viewed the training. We will continue to promote ongoing efforts to respect human rights and improve the working environment.

CSR Audits of Domestic Factories

Since 2018, Seven & i Holdings has been conducting CSR audits of domestic factories contracted to manufacture its private brand, SEVEN PREMIUM, in order to appropriately address issues such as work style reform for domestic employees, employment of foreign workers, and global environmental conservation. Full-scale audits have been conducted at 535 factories in fiscal 2022, 527 factories in fiscal 2023, and 626 factories in fiscal 2024 (approximately 50% of the total). In the fiscal 2024 audits, some kind of non-compliance was identified at approximately 93% of factories, and corrective measures were confirmed to be taking place. Furthermore, no serious non-compliances related to child labor, forced labor, disciplinary action, discrimination against foreign workers, or forced labor were found in fiscal 2024.
Seven-Eleven Japan commissions third-party organizations to conduct CSR audits of some of its domestic suppliers, using the same standards as Seven & i Holdings' CSR audits. The initiative began in fiscal 2016, and audits were conducted at 58 factories in fiscal 2024. We will continue to promote CSR together with our business partners across the entire group.

- Number of Factories with Non-conformity Found by Audit Category from FY2020 to FY2024 (Japan)
- Number of Factories Audited by Product Category from FY2020 to FY2024 (Japan)

Informing Suppliers of the Seven & i Holdings Sustainable Action Guidelines

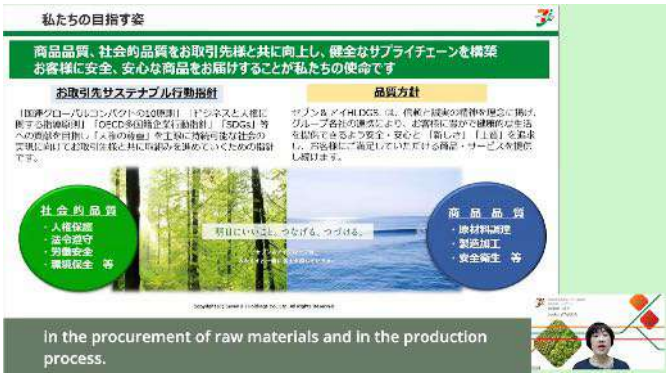
Distribution and Delivery of the Seven & i Holdings Business Partner Sustainable Action Guidelines

From June to October 2018, Seven & i Holdings distributed the Seven & i Holdings Business Partner Action Guidelines to 18,484 companies with confirmed business relationships through the product development staff of each Group company. In December 2019, we revised the guidelines to the Seven & i Holdings Business Partner Sustainable Action Guidelines to emphasize human rights and adapt to changing social conditions, and by June 2020, we had distributed the guidelines to 12,385 companies.
In March 2025, we revised the Business Partner Sustainable Action Guidelines to address the latest human rights issues and global risks. The details of the revisions have been communicated at CSR audit briefings for suppliers.
In addition, from fiscal 2020, new suppliers who outsource the manufacture of private brand products in China and Southeast Asia will be required to submit a written pledge to comply with the guidelines, sign a memorandum on CSR, and undergo a CSR audit before commencing business. We communicate these guidelines to all suppliers, including those outside Japan, and confirm their level of understanding in an effort to ensure compliance with the guidelines.

Holding a Briefing Session on the Seven & i Holdings Business Partner Sustainable Action Guidelines

Seven & i Holdings holds local briefings on the Seven & i Holdings Business Partner Sustainable Action Guidelines and related policies for suppliers in China and Southeast Asia, where CSR risks are considered to be high, among those to whom we outsource the manufacture of private brand products.
At the briefing, a representative from the Sustainability Development Office of Seven & i Holdings provides explanations accompanied by a local language interpreter.
In the fiscal year ended February 28, 2021, with the global spread of COVID-19 infections, briefing sessions on the Seven & i Holdings Business Partner Sustainable Action Guidelines and CSR audits were suspended. Accordingly, starting in June 2020 for our business partners with production facilities overseas we used on-demand distribution to brief on the Guidelines and encourage their implementation. Since 2020, we have also made materials available in Chinese and five other Asian languages. Additionally, we distribute videos explaining our CSR audits, with Chinese narration, to business partners in China.
In the fiscal year ended February 28, 2025, we conducted live and on-demand briefings on our Business Partner Sustainable Action Guidelines and CSR audits, with 396 companies and 642 individuals attending the live sessions. Additionally, 953 individuals viewed the recorded sessions, and 4,700 individuals accessed the briefing materials.

* Reference values taken from access logs online briefings





Briefing Sessions on the Seven & i Holdings Business Partner Sustainable Action Guidelines and CSR Audits

Conducting Compliance Training for Suppliers

Seven & i Holdings holds compliance training for its suppliers who manufacture private brand products on consignment with the aim of raising awareness of human rights, labor environment, and global environmental conservation, as well as promoting understanding of and thorough compliance with relevant basic laws and regulations. This training is based on the Seven & i Holdings Business Partner Sustainable Action Guidelines, CSR audit objectives, ILO International Labor Conventions, ISO 26000, occupational safety laws and regulations in each country, facility management, and chemical management. To deepen understanding of ESG benchmarks, case studies based on examples from peers and consultations on corrective actions based on CSR audit results are also offered.

Since FY2020, due to the impact of the novel coronavirus infection (COVID-19), we have held online video training via on-demand delivery. In the fiscal year ended February 28, 2025, multiple contents are available for viewing at any time, and a cumulative total of 4,700 people viewed the videos. For the management and preparation of the training, we ask TÜV Rheinland Japan Ltd., which handles CSR audits, to conduct the training.

Compliance Training for Suppliers Implementation Status by Fiscal Year

*1 FY2020 and FY2021: Online live events and recorded distribution

*2 FY2022, FY2023, and FY2024: On-demand distribution

	FY2020*1	FY2021*1	FY2022*2	FY2023*2	FY2024*2
Times (No. of Contents)	5 times	19 times	8 contents	8 contents	–
No. of Participating Companies	604	517	480	416	396
Total No. of Participants (including Viewers)	870	3,566	14,698	5,882	4,700

In-House: Compliance Training

Our Group holds meetings attended by the managers and staff of the departments in charge of product development and procurement at each Group company to report on the results of CSR audits and hold study sessions on the audits. At the study sessions, we invite the audit manager from TÜV Rheinland Japan Ltd., our CSR audit contractor, to provide explanations using specific examples about the latest information and regulations concerning the countries and regions where our manufacturing contractors' factories are located.

Compliance Training (in-House) by Fiscal Year

	FY2020	FY2021	FY2022	FY2023	FY2024*
Times	5	6	3	1	1
No. of Participants	418	2,090	285	231	2,281

*Starting FY2024, e-learning will be expanded to a wider audience.

Collaboration with Human Rights and Economy-related Organizations

Seven & i Holdings is making efforts to collect and disseminate information on supply chain management in cooperation with human rights and economic related organizations. We are a member of the Global Compact Network Japan (GCNJ) and the Council for Better Corporate Citizenship (CBCC), both of which are external organizations. We also participate as an advisory group company in the "JAPAN PLATFORM FOR MIGRANT WORKERS TOWARDS RESPONSIBLE AND INCLUSIVE SOCIETY," a joint secretariat of the Japan International Cooperation Agency (JICA) and The Global Alliance for Sustainable Supply Chains (ASSC). We aim to achieve a multicultural society by protecting the human rights of foreign workers, in our operation, as well as those in the supply chain, promoting the development of appropriate working and living environments, and realizing decent work for foreign workers. Furthermore, as part of these efforts, we are participating in the Foreign Worker Consultation and Relief Pilot Project, which was launched in May 2022 by the Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP MIRAI).

Main Activities:

・September 2019: Global Compact Network Japan
At GCNJ's Basic Seminar, we explained our Business Partner Action Guidelines and CSR audits.

・November 2019: OECD Advisory Board of Japan Business Federation and Corporate Behavior/ SDGs Committee, BIAC Japan representative
We participated in and gathered information from “Toward the Realization of a Sustainable Supply Chain in Asia: Promotion of International Cooperation for Responsible Corporate Behavior,” which was jointly sponsored by the OECD, EU, Japanese government, and ILO.

・January 2020: Public interest incorporated association Council for Better Corporate Citizenship (CBCC)
We shared information at “Round-table Conference on Issues for Promoting CSR in the Supply Chain” held by CBCC.

・October 2020: Our Director and Managing Executive Officer participated in a panel discussion on "Corporate Management from the Perspective of Life and People" at the GCNJ Symposium 2020 as a panelist.

・February 2023: Panelist at the “CSR (Corporate Social Responsibility) and Human Rights Seminar” held by the Center for the Promotion of Human Rights Education and Enlightenment, commissioned by the Small and Medium Enterprise Agency of the Ministry of Economy, Trade and Industry. Seven & i Holdings' CSR initiatives were presented.

› Click here for the "JAPAN PLATFORM FOR MIGRANT WORKERS TOWARDS RESPONSIBLE AND INCLUSIVE SOCIETY"

Information Disclosure

Seven & i Holdings is committed to timely and appropriate information disclosure to all stakeholders, including customers, suppliers, and investors, in order to build a sound supply chain. By actively disclosing information on the results of CSR audits and issues in the supply chain, we are able to provide safer and more secure products to our customers.

Relief Measure/Remedies

Seven & i Holdings has established a reporting contact point (Helpline) for suppliers and stakeholders working in the supply chain. If human rights violations are found through CSR audits or reporting, remedial measures are taken after conducting an appropriate investigation.

Business Partner Helpline

The Business Partner Helpline is available to directors, employees, and former employees of our suppliers. The system is introduced at briefings for suppliers, and leaflets are distributed to promote awareness. In the fiscal year ended February 28, 2025, 85 cases were reported to the Business Partner Helpline.

> Details for the Seven & i Holdings Business Partner Helpline

Expanding Services as a Form of Social Infrastructure

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") work in collaboration with local governments to provide public services to support persons experiencing inconvenience in daily life by reductions in local government offices, banking services, and retail stores.



Promoting Alliances with Municipalities

Our Group is promoting regional revitalization by concluding comprehensive alliance agreements with local governments in a wide range of fields, including local production for local consumption, senior support, health promotion, and environmental protection. Moreover, we are also moving ahead on concluding “watch over agreements” with local governments to look out for elderly people and so on during regular store operating hours, or through delivery services and collaborating with local governments to respond if irregularities are detected, as well as to train Dementia Supporters, and take other measures. In other developments, we have also concluded “supply-support agreements” to prepare for rapid regional support in the event of disasters, and we are also promoting “agreements for supporting people who cannot return home after a disaster” where we provide tap water, access to restrooms, and local information wherever possible.

Number of comprehensive alliance agreements with local governments (by operating company)

	End of Feb. 28, 2021	End of Feb. 28, 2022	End of Feb. 28, 2023	End of Feb. 29, 2024	End of Feb. 28, 2025
Seven-Eleven Japan	194	223	230	235	247
Ito-Yokado	56	77	78	80	83
York-Benimaru	10	11	14	16	16
Denny's Japan	3	3	3	3	3
Total	**263**	**314**	**325**	**334**	**349**

› For information regarding business continuity initiatives

Retail of Products which Contribute to Regional Revitalization

Our Group makes use of comprehensive alliance agreements to promote various regional revitalization initiatives with respective local governments.

For example, Seven-Eleven Japan recognizes the importance of local flavors and food cultures and is undertaking “local production for local consumption” initiatives using ingredients from local regions. The characteristically short distances from convenience stores to production areas for ingredients, factories, and stores is a decisive factor in making such initiatives possible. We are ensuring the continuous sourcing of raw materials from local regions and supporting producers by manufacturing products which use local ingredients at regional factories and selling these at stores within those areas. In parallel to this, we hold local fairs to promote local production for local consumption, thus contributing to the solution of challenges of regional communities alongside our customers and suppliers.

Ito-Yokado, York-Benimaru, and other Group companies are also helping to promote the appeal of local areas by retailing regional products and proposals for menus using local products and ingredients. Ito-Yokado has collaborated with elementary school students in Ota-ku, Tokyo, to commercialize the Ota-ku school lunch menu item “Takopettan,” which it sells at some stores in Tokyo. In addition, at two stores in Yachiyo City, Chiba Prefecture, York participated in the Yachipan Project—an event for producing and selling bread based on ideas from local high school students carried out as part of the initiatives with local governments—and sold two types of bread.



“Takopettan,” a product commercialized in collaboration with elementary school students in Ota-ku, Tokyo (Ito-Yokado)



Bread conceived and realized by high school students from Yachio City, Chiba Prefecture “Yachipan” (Ito-Yokado)

Establishment of Polling Stations in Stores

Ito-Yokado provides facilities within stores to be used free of charge for use as polling booths in cooperation with local governments. Local governments seek to increase the voting rate due to the reduction in number of polling booths and decline in voting rate due to the merger of municipalities, in addition to the enactment of the revised Public Offices Election Act, which lowered the voting age to 18. The booths are used to provide easy access to voters while they are shopping.
During the fiscal year ended February 28, 2025, this initiative was implemented at 20 Ito-Yokado stores and, in addition to being publicized at stores via poster displays and in-store announcements, some stores provide offers such as discounts to customers who presented their voting certificates. This has also improved customer recognition at stores at which polling booths had previously been in place, and inspired feedback praising the initiative such as “It is extremely convenient to be able to vote at a store in front of the train station” and “I appreciate the ability to vote while also getting my shopping done.”



A polling booth set up in an Ito-Yokado store

Services also Available on Public Holidays and Night-times

In recent years, households in which both spouses work for a living have increased, and an increasing number of people have difficulty completing payments of utility bills at financial institutions and procedures at government offices on weekdays. In 1987, Seven-Eleven Japan thus initiated a service for 24-hour payment of utility bills at store registers irrespective of the business hours of banks. Since then, in addition to utilities bills, we have expanded this service to processing NHK license fees, national pension scheme and all types of tax payments, as well as catering to administrative services and insurance enrollment using multifunctional copiers.

Government Services (Issuance of Various Certificates)

Seven-Eleven Japan is expanding the scope of its service to enable customers to have copies of their residence certificate, as well as their seal registration certificate, family register certificate, copies of their supplementary certificate of family register, and various tax certificates issued at its stores*. These certificates can be obtained even on weekends and public holidays, with 1,358 municipalities participating in these services as of the end of February 2025.

* These can be issued using an Individual Number Card, a smartphone equipped with electronic certificates for smartphones, or a Basic Resident Registration Card (Juki Card).
* Service content will vary by municipality.

Number of Municipalities Participating in Convenience Store Certificate Issuance Service

End of February 2022	End of February 2023	End of February 2024	End of February 2025
917	1,052	1,256	1,358

Insurance Enrollment and Premium Payment Service

7-Eleven became the first in the industry to offer motorcycle and bicycle insurance enrollment and insurance premium payment services where customers can enroll in insurance 24 hours a day by entering the necessary personal information on the multifunctional copier screen in store and paying their premium at the register. (The service is for motor scooters and motorcycles with an engine displacement of 250 cc or less, which do not require a motor vehicle inspection.) "1 DAY Insurance" providing automotive insurance coverage in one-day increments has been available at all 7-Eleven stores since September 2015, and “1 DAY Leisure Insurance” that provides necessary accident coverage when needed has been available since April 2018. In addition, starting from June 2020, cancer insurance is being sold at all 7-Eleven stores. Furthermore, with the exception of cancer insurance, from September 2021, after applying for insurance online, it is now possible to pay insurance premiums directly at the cash register without going through a multifunctional copier.



Multifunctional copiers can copy print, issue various types of certificates, and even issue insurance policies

Bicycle Sharing

Seven-Eleven Japan is promoting an initiative to utilize bicycle parking spaces within store premises as hubs for renting and returning shared bicycles. Ito-Yokado started this initiative in June 2018, and Denny's began in September 2018.
Bicycle sharing allows users to pick up a bicycle from any of the multiple stations within a designated area and return it to the nearest station, not necessarily the one where they rented it. In areas where public transportation is insufficient, bicycle sharing is expected to complement public transportation and serve as part of the infrastructure.

Number of shared bicycles (cumulative)

	End of February 2022	End of February 2023	End of February 2024	End of February 2025
Ito-Yokado	178	242	242	237
Denny's Japan	42	42	42	234

Overseas Initiatives

Business Operations in North America

Seven & i Holdings operates convenience stores in North America.



7-Eleven, Inc. >

Net sales: ¥10,493,291 million (Total store sales)
Number of stores: 12,963



SEVEN-ELEVEN HAWAII, INC. >

Net sales: ¥64,134 million
Number of stores: 67

* Exchange rate USD1 = ¥151.69

* Net sales and number of stores as of December 31, 2024

Business Operations in China

Seven & i Holdings operates convenience stores and superstores in China.

Convenience Store Business >



SEVEN-ELEVEN (BEIJING) Co., Ltd.

Net sales: ¥16,114 million
Number of stores: 362
Established: January 2004



SEVEN-ELEVEN (TIANJIN) Co., Ltd.

Net sales: ¥3,331 million
Number of stores: 232
Established: November 2012



SEVEN-ELEVEN (CHENGDU) Co., Ltd.

Net sales: ¥2,644 million
Number of stores: 82
Established: December 2010

Superstore Business >



Chengdu Ito-Yokado Co., Ltd.

Net sales: ¥22,169 million
Number of stores: 9
Established: December 1996



Hua Tang Yokado Commercial Co., Ltd.

Net sales: ¥1,789 million
Number of stores: 1
Established: September 1997

* Exchange rate of CNY1 = ¥21.04
* Net sales does not include value added tax
* Net sales and number of stores as of December 31, 2024

7-Eleven, Inc.

As the premier leader in convenience, 7-Eleven, Inc. is uniquely positioned to make a positive impact on our communities and the planet we all share. Our approach is called 7impact “Good Made Easy” our strategy to build thriving communities, protect the environment and promote responsible consumption. It makes it easier for our customers, Franchise Owners, vendors, suppliers and employees to do good by contributing to a more sustainable and socially responsible future. The entire 7-Eleven family of brands has banded together to positively impact our neighbors and the planet we share.

“Good Made Easy” serves as our sustainability roadmap by focusing on three pillars: People, Planet and Products. We’re proud to share how we’re educating, inspiring and activating our sustainability agenda. And by regularly measuring and reporting on these areas, we’re able to see how far we’ve come and continue to advance sustainable growth for our business.

Innovating for a Sustainable Future

7-Eleven, Inc. continues to make progress toward reducing our environmental impact and to move ahead by strategically investing in environmental initiatives that increase energy efficiency and alternative energy (wind and solar) while reducing waste and resource consumption.

Reducing Environmental Impact

In 2019, Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") launched Green Challenge 2050 — a four-pronged strategy to reduce its environmental footprint across the entire store network and supply chain.

In support of this, 7-Eleven, Inc. seeks to make it easier for customers, Franchise Owners, business partners and employees to do good for the planet, including achieving a sustainable future through our targeted “Planet” or environmental priorities. These targets include increasing access to alternative fuels, an overall reduction in CO2e emissions, continued investment in renewable energy and the pursuit of more sustainable packaging.

[Environmental Goal]

Reduce CO_2 emissions from stores by 50% by 2030 (FY2013 baseline)

Reducing CO2e Emissions

In support of our parent company's Green Challenge 2050, 7-Eleven, Inc. is working toward reducing carbon dioxide equivalent (CO2e)* emissions from stores by 50 percent by 2030, compared with FY2013 levels. In FY2024, through its emission reduction measures, 7-Eleven, Inc. reduced its CO2e emissions from stores in the U.S. and Canada by 458,125 MTCO2e or 33.3% from FY2013 to FY2024. This is equivalent to greenhouse gas emissions from approximately 106,860 passenger vehicles for one year.

Along with efforts to continuously improve operational energy efficiency practices in stores, 7-Eleven, Inc. has been able to achieve these results by investing in renewable energy and more than 2,000 energy efficiency projects in some 7-Eleven® stores.

* Our Group uses "CO2" for its target while SEI uses "CO2 e" to define its target.

Innovating to Make Our Stores More Energy Efficient

There's a lot of "behind-the-scenes" technology in many of our stores* that's helping to lower energy consumption and preserve precious resources while elevating the customer experience. For example:

LED Lighting

7-Eleven, Inc.'s LED lighting program is part of the company's energy-efficient store design standard and is a contributor to the company's CO2 reduction goal helping to reduce energy consumption in stores*.

* implemented in some 7-Eleven® store locations

Expanding Renewable Energy

Energy conservation projects are just one part of the bigger picture — we're also expanding our renewable energy initiative. About 23 percent of all the electricity consumed by 7-Eleven, Inc. stores in both the U.S. and Canada during FY2024 came from renewable sources, including wind and solar.

・With more than 19,000 wind turbines in the state, Texas ranks first in the U.S. for both installed and under-construction wind capacity and is home to four of the six of the largest wind farms in the nation* . In 2017, 7-Eleven, Inc. signed an agreement with TXU Energy to purchase wind energy for all 7-Eleven, Inc. Texas stores in competitive energy markets. In FY2024,7-Eleven, Inc. purchased over 383,000 MWh renewable energy from TXU Energy, providing power to more than 990 stores. This program accounted for an estimated 51 percent of all FY2024 renewable energy consumed by 7-Eleven® stores.

・Since FY2020, 7-Eleven has subscribed to a program to procure renewable energy for its Florida stores by using large-scale solar power generation facilities. This program accounted for approximately 137,000 MWh, or 18 percent, of all FY2024 renewable energy consumed by 7-Eleven, Inc.

・As of FY2021, the company began operating under agreements for over 60,000 MWh of off-site wind energy for its Illinois stores, and community solar projects in Oregon that are expected to provide an additional 2,500 MWh of renewable energy once fully operational. In FY2024, the Illinois and Oregon agreements contributed approximately 84,000 MWh and 2,500 MWh of renewable energy, respectively.

・In FY2022, 7-Eleven, Inc. announced a 20-year clean energy commitment in Michigan through Detroit-based DTE Energy's innovative MIGreenPower program. This agreement is an example of how 7-Eleven, Inc. is working with both the private and public sectors to reduce its carbon footprint.

・In FY2022, the company subscribed to a program for over 37,000 MWh annually for off-site wind and solar energy in Nevada. This program delivered an estimated 44,700 MWh of renewable energy in FY2024. Energy conservation projects are just one part of the bigger picture — we're also expanding our renewable energy initiative. About 29 percent of all the electricity consumed by 7-Eleven, Inc. stores in both the U.S. and Canada during FY2023 came from renewable sources, including wind and solar.

*US Turbine Database and LandApp



Wind turbines in Texas



Large-sized solar power generation facility in Florida

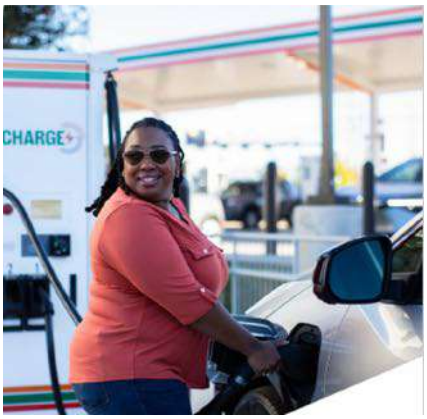


Red Prairie Community Solar project in Oregon

Increasing Access to Alternative Fuels

Through 7Charge™, our electric vehicle fast charging network and app, 7-Eleven, Inc. is focused on giving electric vehicle drivers a seamless charging and payment experience across our network. Reliable and fast, we're redefining convenience with 7Charge at stores along select highway corridors and in metropolitan areas.

As of the end of 2024, we had a total of 180 7Charge ports at 53 stores in eight U.S. states plus two Canadian provinces. 7-Eleven customers bought an estimated 3.3 million kWh through our network of electric vehicle fast charging stations, which equals approximately 12 million e-miles charged.



Electric-vehicle (EV) charging stations

Conserving a Natural Resource

Using water efficiently helps preserve an essential natural resource. To reduce water consumption, we're expanding the use of low-flow aerator faucets as part of our energy-efficient store design elements.

Environmental Data Associated with Store Operations

	FY2020	FY2021*4	FY2022*4	FY2023*4	FY2024*4
Number of stores within scope*1	9,387	13,043	12,811	12,634	12,797
GHG emissions*2 (market-based) (1,000 t-CO_2e)	759	1,002	851	790	919
CO_2 emissions*2,3(market-based) (1,000 t-CO_2)	755	997	848	790	919
Electricity consumption*2(GWh)	2,306	3,213	3,186	3,125	3,207
Water usage*2(1,000 m^3)	10,637	10,544	15,480	15,223	14,985

*1 Number of stores covered within scope of CO_2 verification (excluding stores operated by domestic licensees of 7-Eleven, Inc.)

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

*3 Verified by a third party

*4 Includes Speedway stores

Third-Party Verification Report >

Sustainable Packaging

7-Eleven, Inc., continuously seeks ways to improve product packaging with sustainable attributes that not only minimize environmental impact throughout its lifecycle (from production and use to disposal), but also ensure that the products on the inside are safe and at the peak of quality. 7-Eleven, Inc.'s goal is to use packaging with sustainable attributes for 50 percent of proprietary products by 2030.









【Packaging Goal】

Use packaging with sustainable attributes for 50 percent of proprietary products by 2030

FY2024 Key Initiatives

Increasing Post-Consumer Recycled Content

Sandwich Packaging

Value Sandwich Wedge

Through 7-Eleven's "Recycled Content Inclusion" program, in 2024 we increased the use of PCR content in the packaging for our value sandwich wedge from 20 to 25 percent since 2023. This 5 percent increase has resulted in approximately 19,700 pounds of additional virgin plastic avoided annually.

Altogether, between the 2023 and 2024 improvements, the new 25 percent PCR value sandwich packaging now helps us avoid an estimated 98,500 pounds of virgin plastic each year.*

Premium Sandwich Package

Building on the improvements of our value sandwich wedge, in 2024, we also redesigned our premium sandwich packaging, increasing the PCR content from zero percent to 25 percent. The new 25 percent premium sandwich package will roll out nationally in 2025 and will help us avoid approximately 124,000 pounds of virgin plastic each year.*

Combined, our new 25 percent PCR value and 25 percent PCR premium sandwich packages will help us avoid an estimated 222,000 pounds of virgin plastic annually.* By opting for PCR, we're helping reduce waste, promoting environmental sustainability and aligning with growing consumer and regulatory demands for greener practices — proof that convenience, fresh food and a cleaner environment are compatible goals.

*Plastic Ingenuity Trayak COMPASS LCA Platform. Based on 2023 and 2024 improvements using 2024 volumes.



Reducing Plastic Use

Replenishing Our Customers and the Planet

Launched in 2019, the popular 7-Select™ Replenish® line of hydration beverages have quickly become a staple in the lives of our customers.

And with a new package design, customers can feel good knowing that sustainability and can go hand-in-hand. The redesigned bottles for 7-Select Replenish offer a host of benefits, including less plastic, both in the bottle itself and in the wrapping, resulting in an estimated annual plastic waste reduction of 104 metric tons. And by optimizing the packaging, 7-Eleven can now fit more cases per pallet, reducing the number of trucks required to keep stores supplied by nearly 25 percent annually.

The redesign is an innovative milestone in operating sustainably by reducing plastic usage and streamlining logistics, reflecting the company's dedication to providing customers with delicious products that align with their values.



Reducing Food Waste

Too Good To Go

Saving Good Food From Going to Waste Launched in 2023 as a pilot program, 7-Eleven Canada joined social impact company Too Good To Go to prevent "avoidable food waste," a category of foods that may be nearing their best-by dates.

When perfectly good food is tossed away, so is all the energy and water it takes to grow, harvest, transport and package it. In Canada, for example, approximately 35.5 million metric tons of food produced is lost or wasted every year; that waste also contributes approximately 25.7 million metric tons of CO2 e emissions to the atmosphere each year.*

That's where Too Good To Go and 7-Eleven Canada can help. A selection of items nearing their best-before dates are packaged up in daily discount-priced "Surprise Bags" at one of more than 440 participating 7-Eleven® stores in Canada.

Too Good To Go's mobile app then sends notifications to customers who are happy to grab delicious, convenient food at a great value.

In addition to the program's positive environmental impact, it also helps address the growing challenge of food insecurity. An estimated 8.7 million Canadians, including 2.1 million children, live in households struggling to afford food. The food items that are offered in our 'Surprise Bags' provide a budget-friendly option to both our sustainably minded customers, as well as those navigating food insecurity. In 2024, 7-Eleven Canada and Too Good To Go saved more than 167,000 meals.

*Research by Second Harvest and Value Chain Management International



Sustainability Innovation Summit

7-Eleven, Inc.'s Innovation Summit brought together cross-functional leadership from across the company to advance sustainability while also accelerating business growth in 2025 and beyond. THE GOAL Continue refining and adapting the road map that guides our Green Challenge 2050 journey to sustainable retail leadership around three pillars: PEOPLE - Building thriving communities, PLANET -Protecting the environment, and PRODUCTS -Promoting responsible consumption.

During the 2024 workshop, the team brainstormed specific ways to more thoroughly embed sustainability management practices into our operational business practices, thus reducing our environmental footprint across the entire store network and supply chain. Priorities from the workshop include growing the volume of renewable fuels that we sell throughout our network and increasing renewable fuel use in our company vehicles and third-party transport fleet — both of which play a critical role in reducing CO2e emissions. The team also identified additional opportunities to support our plastic reduction and food waste reduction initiatives, including expanding our Too Good To Go engagement into U.S. markets and enhancing sustainable initiatives in our procurement of goods.



Supporting Local Communities

Building Thriving Communities

7-Eleven is more than a store. It represents the qualities of a good neighbor – accessible, supportive, reliable and welcoming to all. We are dedicated to serving customer needs, and every day – in ways large and small – connections are made in our stores. 7-Eleven seeks to offer every community the ability to thrive by focusing our philanthropic efforts across three core areas: health, safety and opportunity.

Giving back and leading through service has always been a part of our company's core values. Through volunteer initiatives, charitable donations and in-store fundraising campaigns to support important causes, we're helping build thriving communities for years to come.





FY2024 Social Impact Highlights

7-Eleven Cares Foundation: Support for initiatives prioritizing health, safety, and equal opportunity

Through the 7-Eleven Cares Foundation, we support significant volunteer initiatives, charitable donations and community outreach programs that will help build thriving communities for years to come. Our goal: make a meaningful and measurable impact on the lives of the people and communities we serve through investments in health, safety and opportunity.

Celebrating 30+ Years of Healthier Kids

In 2024, through its support of Children's Miracle Network (CMN) Hospitals, 7-Eleven, Inc. raised more than $17 million to support 112 local member children's hospitals nationwide. Many of these hospitals serve as the most trusted healthcare institutions in their communities.

The funds will play a vital role in advancing pediatric healthcare, ensuring every child in need across local communities served by 7-Eleven can receive the best possible care. This achievement was made possible through the generosity of customers, Franchise Owners, business partners and employees across the 7-Eleven family of brands.

Funds were the result of a year-round in-store fundraising campaign at participating Speedway® stores, as well as two additional in-store fundraising campaigns at participating 7-Eleven® and Stripes® stores. In addition, nearly $3 million in funding came from the 33rd annual Miracle Tournament and Celebration Dinner held in held in Dayton, Ohio. Nearly 1,000 supporters rallied together to raise funds and celebrate the children who directly benefit from funds raised through Children's Miracle Network Hospitals.

As an added bonus, 7-Eleven's community-focused Cleat Crew™ campaign brought together top college football athletes to design custom cleats alongside luxury designer The Shoe Surgeon, Dominic Ciambrone. The one-of-a-kind cleats

were then auctioned to fans, with proceeds benefiting local Children's Miracle Network Hospitals connected to each athlete's hometown. The innovative program raised more than $115,000 for CMN Hospitals.

Since 1991, 7-Eleven, Inc. has raised more than $200 million for Children's Miracle Network Hospitals.



National Volunteer Month

In honor of National Volunteer Month in April, nearly 420 Store Support Center (SSC) employees in Enon, Ohio, and Irving, Texas, contributed their time - 1,047 volunteer hours - and talent to help non-profit organizations through our annual 7Cares Day.

This collective day of service encouraged employees to choose a special volunteer opportunity at any one of 10 local non-profit organizations and experience the impact of the vital work these charities perform in our communities. The 7-Eleven Cares Foundation also donated $2,000 to each organization for an overall contribution of $20,000.



7Cares Giving Day: Employee Giving Pilot Program Takes Flight

For three weeks in September, the 7-Eleven Cares Foundation invited Store Support Center (SSC) employees, North Texas Field Operations, Store Leaders and Franchise Owners to double down while supporting their local communities. To maximize our impact, the 7-Eleven Cares Foundation matched every dollar donated (up to $25,000) to non-profit organizations across Central Ohio and North Texas that address pressing needs reflected by 7-Eleven's key philanthropic pillars of health, safety and opportunity.

Donation target

Central Ohio	North Texas
・Boys & Girls Club of Dayton ・Dayton Children's Hospital ・Dayton Foodbank ・Second Harvest Food Bank	・American Red Cross (North Texas chapter) ・Children's Health (Children's Medical Center Dallas) ・Cook Children's Medical Center ・North Texas Food Bank ・Tarrant Area Food Bank ・Boys & Girls Clubs of America (Collin County, Greater Tarrant County and Dallas County)

7Cares Annual Thanks + Giving Event

Thanks + Giving

In November, Store Support Center employees supported hunger relief efforts through Second Harvest Food Bank and Dayton Foodbank in Central Ohio and Minnie's Food Pantry and North Texas Food Bank in North Texas. In total, 300 volunteers assembled more than 3,900 boxes of food. When combined with a 7-Eleven Cares Foundation donation of $140,000 and the generosity of Store Support Center employees — who donated an additional 2,000 lbs. of food and more than $2,000 in online gifts — we provided close to 590,000 meals for our neighbors in need at Thanksgiving.





Supporting Disaster Relief

The Red Cross shelters, feeds and provides comfort to people affected by disasters. They also supply about 40 percent of the nation's blood, teach life-saving skills, and support veterans, military members and their families. And they do it all by relying on volunteers and the generosity of the American public. For these reasons (and many more), 7-Eleven, Inc. is honored to support the American Red Cross.

The 7-Eleven Cares Foundation, for example, is a proud annual supporter of the American Red Cross Disaster Responder Program. Generous donations by the companyits employees and customers, $300,000+ contributed in 2024, also benefited those affected by Hurricane Helene, which landed in Florida and led to catastrophic rainfall-induced flooding in western North Carolina, East Tennessee and southwestern Virginia, as well as victims of Hurricane Milton in the southeastern U.S. and Hurricane Francine in Texas and Louisiana.

Signature Program: Operation Chill® - Fostering relationships that make communities stronger and safer

Building on our long-standing relationship with the law enforcement community, the 7-Eleven family of brands is committed to fostering relationships that make communities stronger and safer. The ongoing success of the Operation Chill® program is a prime example. Since 1995, the program helps law enforcement build positive connections by awarding free Slurpee® drink coupons to kids they observe performing good deeds or exhibiting positive behavior.

More than 555,250 Slurpee® drink coupons distributed in 2024 to 1,300+ participating law enforcement agencies. Twenty-four million coupons have been handed out since 1995



National Night Out (Sponsored by 7-Eleven Cares Foundation)

In 2024, the 7-Eleven Cares Foundation, supported by 7-Eleven, Inc., signed on as a proud supporter of National Night Out® (NNO), an annual community campaign that promotes positive police-community partnerships and neighborhood camaraderie.

NNO communities often host block parties, festivals or cookouts, complete with safety demonstrations, visits from emergency personnel, exhibits and more.

As part of this relationship, 7-Eleven®, Speedway® and Stripes® stores support local NNO events in select markets across the country on the first Tuesday in August and October. In just the first year of the relationship, stores supported nearly 100 events in 19 markets across the country and registered nearly 95 new law enforcement agencies for Operation Chill.

By bringing people together, these events help break down barriers, allow us to connect firsthand with our neighbors and continue building on our longstanding relationship with the law enforcement community.

7-Eleven Canada Slurpee® Name Your Price Day Supports Food Banks Canada

In September of 2024, 7-Eleven customers in Canada were encouraged to help support Food Banks Canada through the company's Slurpee Name Your Price Day. The program works just like it says: customers name their price for a large Slurpee® drink and all the collected funds go to Food Banks Canada. Every dollar donated provides two meals for those facing food insecurity.

The Slurpee Name Your Price Day event is a unique way to make a direct impact in the communities we operate in, together with our partners at Food Banks of Canada. The initiative's importance is underscored by the fact that visits to food banks across Canada continue to increase. In March 2024 alone, there were nearly 1.5 million visits made, with children comprising approximately one-third of those served. Customers delivered on the program's pledge and raised nearly $58,000, equating to more than 115,000 meals for people impacted by food insecurity.

And those customers who might have missed Slurpee Name Your Price Day were able to donate on their next store visit by simply rounding up their purchase to the next dollar at any 7-Eleven Canada store.

Our Commitment to a Diversity and Inclusion (DE+I)

With more than 13,000 stores across U.S. and Canada, 7-Eleven is an integral part of the incredibly diverse neighborhoods we serve. To ensure an inclusive customer experience and workplace, we encourage Franchise Owners and 7-Eleven employees across the family of brands to bring their unique perspectives, talents and contributions to work every day. We strive for equality and are committed to taking bold action when it comes to Diversity, Equity and Inclusion.

DE+I

Our strategy focuses on three core pillars

Cultivate diverse talent	Positively impact the communities we serve	Foster an inclusive workplace culture

FY2024 DEI Highlights

Associate Business Resource Groups – The Power of Belonging

Ensuring that everyone feels welcome in our stores is a hallmark of the 7-Eleven family of brands. And that strong sense of belonging extends to our employees, too. We're committed to creating an environment where everyone feels seen, valued, connected and empowered to contribute their best because we know it leads to deeper engagement, collaboration and innovation across the business.

7-Eleven's Associate Business Resource Groups (ABRGs) are voluntary, employee led groups designed to help build a culture of belonging in alignment with the company's mission, values and strategy. ABRGs offer opportunities to all corporate employees to develop valuable skills that address the many dimensions of leadership including the ability to develop a vision along with strategies and tactics to support that vision. Members gain experience in strategic planning and project management, as well as the opportunity to gain exposure to executive sponsors and other senior leaders.

And ABRGs support community events and organizations including the North Texas Food Bank, Dress for Success, Boys and Girls Clubs, Carry the Load, the Salvation Army Angel Tree and many others. Associate Business Resource Groups are invaluable to 7-Eleven's recruitment marketing strategy.

Launch of 7APIN ABRG

The 7-Eleven Asian Pacific Islander Network (7APIN), the company's seventh ABRG, made its debut in 2024 to celebrate the rich heritage, vibrant cultures and invaluable contributions of people from East Asia, Southeast Asia, South Asia and the Pacific Islands — all diverse communities that enrich the fabric of American society.

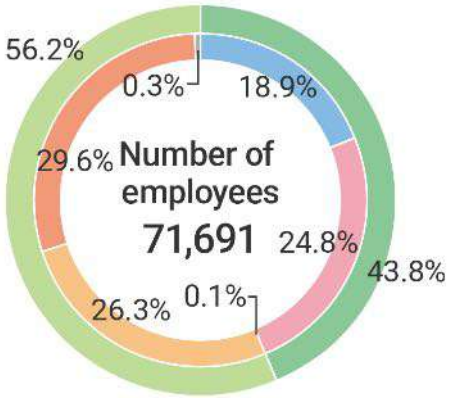
As with all of 7-Eleven's ABRGs, 7APIN will focus on career development and opportunities to have a positive impact for the business and in the community.

Top Women in Convenience Awards

Convenience Store News announced its selections for the annual Top Women in Convenience (TWIC) awards and seven winners hailed from the 7-Eleven family of brands in 2024.

Now in its 11th year, TWIC is the first and only awards program that recognizes the integral role women play in convenience retailing and honors female leaders who make outstanding contributions to their companies and the convenience store industry at large.

Personnel data in the U.S. and Canada (as of the end of December, 2024)



Full-time employees	31,382
Male	13,562
Female	17,740
No Answer	80
Part-time staff	40,309
Male	18,869
Female	21,247
No Answer	193
Percentage of women in management positions, excluding executive officers	34.0%

7-Eleven, Inc. Disclaimer

Forward-looking statements are generally identified through the inclusion of words such as “aim,” “anticipate,” “aspire,” “believe,” “commit,” “endeavor,” “estimate,” “expect,” “goal,” “intend,” “may,” “plan,” “seek,” “strive,” “target,” “will” and “work,” or similar statements or variations of such terms and other similar expressions. The forward-looking statements in this Report and the materials or websites cross-referenced concern 7-Eleven’s goals or expectations with respect to corporate responsibility, sustainability, employees, environmental matters, policy, procurement, philanthropy, data privacy and cybersecurity, and business risks and opportunities. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such statements. Forward-looking statements are not guarantees or promises that goals or targets will be met. 7-Eleven undertakes no obligation to update any forward-looking or other statements, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so. In addition, historical, current, and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The information included in, and any issues identified as material for purposes of, this document shall not be considered material for Securities and Exchange Commission (“SEC”) or other similar reporting purposes. In the context of this Report, the term “material” is distinct from, and should not be confused with, such term as defined for SEC reporting purposes.

SEVEN-ELEVEN HAWAII, INC.

In March 2016, SEVEN-ELEVEN HAWAII, INC. (SEH) added "Our Promise" to its set of company values in order to support its direction as a chain of "close-by, convenient stores," to shape its corporate culture, and to further solidify its values.

"Our Promise" is comprised of the following three specific values.

(1) Bring a smile to the faces of customers, vendor partners, and employees

(2) Work together as a team to achieve goals

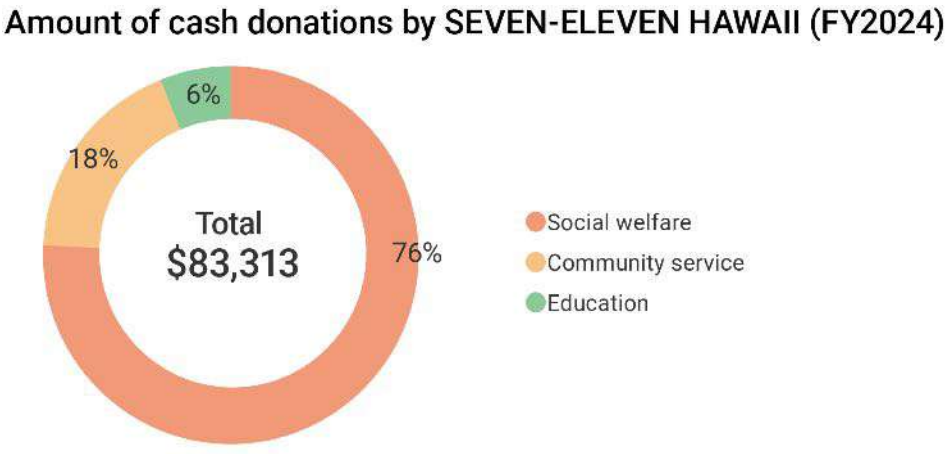
(3) Strive for greater heights

These values define SEH as a business for the community, for partners and for employees. The practice of Our Promise then becomes the cornerstone for the words and actions of employees. To promote "Our Promise," the company started a program for recognizing exceptional employees. First, all employees are encouraged to nominate people they think are practicing the three values. Then, the selected people are given a badge and a bonus and are announced on an employee-only Facebook page.



Thriving with Local Communities

As a good corporate citizen, SEH supports activities and nonprofit organizations and schools, as well as initiatives in education, public welfare, and health. In FY 2024, SEH provided the equivalent of approximately $83,313 in support to over 50 organizations through fundraising, material donations, and volunteer activities carried out by our customers, stores, employees, and the company itself.



Supporting NPOs through Storefront Donations

SEH has been collecting storefront donations from customers to support various NPOs that contribute to the local community since it began operations. Each month, SEH researches Hawaii-based organizations that are active in fields such as health, safety, and education.

In 2024, SEH committed to supporting its Your Neighborhood Store mission by selecting organizations from not only Oahu, but Kauai, Maui, and Hawaii Island. In FY2024, approximately $85,500 was donated.

Walking for a Cause

On April 27, SEH employees as well as other businesses and residents once again gathered at Kapiolani Park to participate in the Step Out Walk at Kapiolani Park. This event reaffirms SEH's dedication to supporting the American Diabetes Association's mission to prevent and cure diabetes and improve the lives of those affected by the disease. This year marked 33 years of being connected and walking for a cure. Funds raised will support lifesaving research, education and advocacy.

Individuals from both Store Support Center (SSC) and store teams were encouraged to invite their families to the event filled with walking, games, and food. This event provided an opportunity for SEH employees to actively contribute to the fight against diabetes and re-connect with their fellow colleagues.





SEH's Annual Golf Tournament Supports Hoʻōla Nā Pua

SEH's annual Golf Tournament, held on August 5, FY2024, at the scenic Mid Pacific Country Club in Kailua, Hawai'i, brought together employees, partners, and community supporters for a day of friendly competition and giving back.

The event successfully raised $42,000 for Hoʻōla Nā Pua, an organization dedicated to preventing child sex trafficking and providing care and hope to youth who have been exploited. Through this yearly tradition, SEH reaffirms its commitment to supporting local nonprofits and helping create safer, healthier futures for Hawai'i's children.



SEH Community Manager with Hoʻōla Nā Pua representative for check presentation



Partners of SEH playing at SEH 2024 Golf Classic

Helping to Provide a Brighter Christmas to Hawaii's Families

SEH partnered with non-profit Keiki O Ka 'Aina in December 2024 to bring awareness to its Laulima Giving Program. The Program serves as a critical lifeline to the community and has served more than 230,000 needy individuals throughout the state. It depends exclusively on donations from residents and local businesses. Keiki O Ka 'Aina's overarching mission is to educate children, strengthen families, enrich communities, and perpetuate the Hawaiian culture by empowering Hawaii's families to undertake leadership roles in their communities.

Each holiday season, it hosts a major "adopt-a-family" campaign, where generous community members can anonymously gift necessities to a family in need. To support this campaign, SEH made a donation of $30,000. In addition, SEH adopted a family by donating basic necessities that totaled $1,000. Store Support Center members also participated; and adopted three Oahu families.

To help further Keiki O Ka Aina's mission, SEH sponsored its 7th annual "Gingerbread Ohana Fest" at Windward Shopping Center on December 2. In conjunction with its fundraising efforts, this free event served as a community gathering place to celebrate the season of giving.



Community Manager and Keiki O Ka Aina representative at Gingerbread Ohana Fest in December 2024

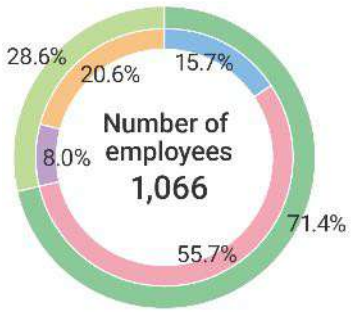


SEH Awards $40,000 to Keiki o Ka Aina in December of 2024.

Diversity & Inclusion

Hawaii is a region which is especially diverse in language, culture, education, age, and other factors. People across several generations have continued to accept mutual differences, appreciate each other, and share their stories. As a result, the culture of the Hawaii state was born with many unique things such as food, language, and festivals. Diversity and inclusion are established in SEH's culture and lives in all relationships whether in public spaces or at the workplace.

Personnel data of SEVEN-ELEVEN HAWAII, INC.
(as of the end of December, 2024)



Full-time employees	761
Male	167
Female	594
Part-time staff	305
Male	85
Female	220
Percentage of employees with disabilities	0.19%
Percentage of women in management positions	60.0%

Reducing Environmental Impact









Plastic and Electricity Consumption Reduction Countermeasures

Plastic reduction has been our focus for the last few years; and SEH will continue its efforts to reduce plastic packaging. Controlling electricity consumption is the next priority.

In 2024, SEH has been exploring various options such as photovoltaic (PV) panels and current transformers (CT censors). Testing is planned for both in 2025.

【Examples of other Initiatives】

- Not including spoons, forks, and other utensils with boxed lunches, but handing them to those who need them at the cash register
- Eliminating disposable plastic bags
- Introduce shrink wrapping* and minimize the wrapping of fresh produce
- Implement a "Bring your own cup" program to encourage customers to bring their own cups
- Hot Beverage plastic lids replaced with polylactic acid (PLA) based lids
- Hot Beverage plastic stir sticks are now made of wood
- Transitioned sandwich and manapua plastic holders to paper

* Airtight packaging that uses plastic packaging film that is shrunk by heat

Number of SEH Stores and Environmental Data Associated with Store Operations

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 target
Number of stores	65	65	65	67	67	67
Electricity consumption (MWh)	18,099	18,156	17,950	18,194	18,311	18,859
Water consumption (thousand m^3)	51	55	55	57	64	65

Major Awards and Recognition in FY2024

Recognition or Award Name	Award Sponsor	Reason
Best of Honolulu #1 for Convenience Store, #1 for Musubi	HONOLULU Magazine	As voted by readers of HONOLULU Magazine
Best of Hawaii #1 for Convenience Store, #1 for Musubi	KITV	As voted on by viewers of KITV4 and KIKU
Hawaii's Best #1 for Bento, #1 for SPAM Musubi	Star Advertiser	As voted on by readers of Star Advertiser



Chinese Convenience Store Business

Providing Safe and Reliable Products

In China, where concerns over food safety and reliability have been mounting, SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) work to provide safe and reliable products by leveraging quality management and product development capacities cultivated in Japan.



Product Quality Management

For private brand products sold at SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU), we strive to maintain high quality levels by applying strict criteria to the selection of raw materials and screening manufacturing plants based on criteria such as experience exporting to Japan.

● Introduction of Quality Management System

Factories that manufacture only private brand products are strengthening quality control by adopting international systems for food safety management and measures taken at Japanese factories. SEVEN-ELEVEN (BEIJING) and SEVEN-ELEVEN (TIANJIN) manufacturing factories, Beijing Wang-Yang Foods and JEANAVICE Factories, obtained "SC" food production license for chilled food in January 2017, earlier than their peers. SC is a Chinese law regarding food production that must be obtained by October 2018, switching from the previous "QS" food quality and safety license. In addition, Beijing Wang-Yang Foods obtained HACCP*1 certification in March 2018. Beijing Want-Yang Foods began conducting ATP wipe inspections in November 2021, and is working to manufacture safer and more secure products. In October 2021, additional pillow wrapping machines were introduced, and burgers and rolls that were previously manufactured by hand are now being converted to pillow wrapping. Moreover, the JEANAVICE Factory acquired ISO 22000 (food safety management systems) in March 2022.

SEVEN-ELEVEN (CHENGDU) also asks its suppliers to comply with its own standards, which are stricter than domestic laws and regulations, and also holds regular quality control workshops for store employees to ensure safety and security. Chengdu Xinshuwei Food Limited Company, which supplies products to SEVEN-ELEVEN (CHENGDU), acquired FSSC 22000 (food safety system) certification in February 2024.

*1 Abbreviation for Hazard Analysis and Critical Control Point. Food sanitation management methods for ensuring food safety.

●Automation of Production Processes

SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) are automating their manufacturing processes to further stabilize the taste and quality of their products. For example, Chengdu Xinshuwei Food Limited Company expanded the installation of rice ball molding and packaging machines in July 2018 and adopted noodle-making machines in 2019. In 2020, the company is expanding its cooking facilities and continuing to implement the offering of completely new and unique products in addition to improving quality. In addition, Beijing Want-Yang Foods has mechanized its cooked bread manufacturing plant, which began full-scale operations in March 2019, focusing on the bread-making process and product packaging.

Furthermore, SEVEN-ELEVEN (CHENGDU) is working on activities to help improve the temperature control level and safety of its products by enhancing its cooling facilities and in-place cooling system to ensure product safety. At the same time, it holds monthly workshops to improve product quality and stability for the production management and other departments. SEVEN-ELEVEN (TIANJIN) has also been selling salads using the cold chain since July 2019.

In addition to these, the manufacturing factory, Lu Mei Foods, introduced a noodle production machine and an egg peeling machine in 2024, improving quality while also increasing production efficiency and reducing costs. Wang-Yang Foods also introduced a molding machine for "big rice balls" and began selling a new product, "Da Fantuan."

Giving Consideration to Health

Trans-fatty acids, which are said to increase the risk of heart disease, were successfully reduced to zero in the original room-temperature bread products of SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU). In addition, since January 2019, allergens have been displayed for rice balls and sushi, and this is gradually being expanded to boxed lunches, sandwiches, and other daily food products.

SEVEN-ELEVEN (BEIJING) has displayed calories on the front of packages for some of its sandwich and salad products since the second half of the fiscal year ended February 28, 2022, and also began releasing room temperature bread from the Zero Sugar series in April 2022. Furthermore, SEVEN-ELEVEN (TIANJIN) launched lunchboxes such as cereal rice and salads rich in vegetables under the theme of health from the second half of the fiscal year ended February 28, 2021. In addition, Beijing Wang-Yang Foods, which supplies products to the SEVEN-ELEVEN (BEIJING) and SEVEN-ELEVEN (TIANJIN) areas, introduced a sandwich slicer in 2023 as a labor-saving and anti-microbial measure and, in 2024, introduced a label analyzer to save labor in product name and thermal label management and to prevent errors.

Also, since August 2025, some products are sold with three different labels—“low calorie,” “high protein,” and “low fat”—to meet customer health needs.



Improving Customer Satisfaction

SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) are working to collect customer feedback in order to improve products and services from the standpoint of customers. Feedback obtained from customers is shared with departments and stores on a daily basis. In addition, in order to grasp changes in customer needs and reflect them in products, SEVEN-ELEVEN (BEIJING) and SEVEN-ELEVEN (CHENGDU) conduct periodic customer surveys. Further, SEVEN-ELEVEN (TIANJIN) held a product exhibition in September 2024. At the exhibition, food tasting of new products and questionnaire surveys on future needs and so on were conducted to use for product development.

In addition, SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) have been conducting training to further improve the customer service provided by employees. In the fiscal year ended February 29, 2024, SEVEN-ELEVEN (CHENGDU) implemented the following its number of new initiatives to improve customer satisfaction.

1. Sharing of basic training information: Preparation and monthly distribution to stores of materials focusing on social information, in-store standards, food safety management, outstanding case studies from other stores, product information, and promotion measures.

2. Video of employees serving customers is recorded and a trainer uses the videos at the respective stores to conduct training. Ten stores identified as having outstanding customer service were given awards at the end of the fiscal year ended February 29, 2024.

SEVEN-ELEVEN (CHENGDU) conducted training in 2024 to expand delivery sales. Training was conducted at all stores on basic system operation, rules for product preparation, measures to enhance business operation levels, and other topics. In day-to-day management as well, low evaluation reviews from individual customers at each store were selected and organized into a “Delivery Review Report” to improve issues regarding customer services in delivery sales at each store.

Furthermore, SEVEN-ELEVEN (BEIJING) created customer service awards to recognize employees who provide outstanding customer service. The awards are presented in a group ceremony every three months. We will strive to enhance motivation by presenting awards to recipients at meetings and other such forums in conjunction with striving to increase case studies of best practices for employees to follow by making the award-winning activities widely known. In the fiscal year ended February 28, 2025, awards were presented to 39 employees.



Customer service practice by employees

Thriving with Local Communities

SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) each conducts social contribution activities as members of their local communities.

Environmental Preservation Measures through Storefront Donations

SEVEN-ELEVEN (BEIJING) installed donation boxes in stores and has been collecting money from customers since November 2006. The funds are donated to the Beijing Green Fund, an officially-recognized environmental preservation organization. The collection boxes are placed on register counters, and for each cup of coffee purchased, 0.01 yuan has been donated since 2018.

Donations to the Fund were continued in 2024, and the total amount donated to the Fund during the year was 27,363.95 yuan. Donations from coffee purchases were 25,158.28 yuan, and 2,205.67 yuan was contributed in cash to the donation boxes.

SEVEN-ELEVEN (BEIJING) and the Beijing Green Fund will continue their cooperation for the public good centered on tree planting in Beijing based on the principle of “sharing resources, complementing strengths, achieving win-win outcomes, and developing together” in an effort to contribute to environmental preservation in Beijing while building a long-term, stable cooperative relationship.

Donation amounts to Beijing Green Fund (Chinese Yuan)

FY2021	FY2022	FY2023	FY2024
51,231	35,570	33,695	28,856

Support for People with Disabilities

In 2023, SEVEN-ELEVEN (CHENGDU) donated household goods and other items to residents with disabilities in the Wuhou District of Chengdu. This initiative was well received, with the company receiving a letter of appreciation from the government in acknowledgement. In 2024, the company again donated gift cards to Wuhou District residents with disabilities.









Value of Goods Donated to Persons with Disabilities by SEVEN-ELEVEN (CHENGDU) (Chinese Yuan)

FY2021	FY2022	FY2023	FY2024
1,891	0	1,993	2,000

Creating Fulfilling Workplaces

In continuing to expand our network of stores in China, it is essential that we hire and train local employees. SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) seek to raise the communication abilities of employees and develop them to be able to think and act by themselves. To this end, the three companies are working to provide various training seminars and create workplaces where employees are able to demonstrate their abilities to the fullest.

Employee-Related Data (FY2024)

	SEVEN-ELEVEN (BEIJING)	SEVEN-ELEVEN (TIANJIN)	SEVEN-ELEVEN (CHENGDU)
Full-time employees (Men/Women)	333（162/171）	153（50/103）	120（37/83）
Part-time staff	225	81	58
Percentage of employees with disabilities	4.92%	2.61%	4.61%

Employee-Related Data (FY2023)

	SEVEN-ELEVEN (BEIJING)	SEVEN-ELEVEN (TIANJIN)	SEVEN-ELEVEN (CHENGDU)
Full-time employees (Men/Women)	339 (170/169)	146 (49/97)	116 (37/79)
Part-time staff	257	85	41
Percentage of employees with disabilities	4.92%	2.74%	4.62%

Employee-Related Data (FY2022)

	SEVEN-ELEVEN (BEIJING)	SEVEN-ELEVEN (TIANJIN)	SEVEN-ELEVEN (CHENGDU)
Full-time employees (Men/Women)	338 (174/164)	143 (52/91)	121 (39/82)
Part-time staff	229 (91/138)	122 (58/64)	24 (7/17)
Percentage of employees with disabilities	4.92%	3.50%	2.07%

Employee-Related Data (FY2021)

	SEVEN-ELEVEN (BEIJING)	SEVEN-ELEVEN (TIANJIN)	SEVEN-ELEVEN (CHENGDU)
Full-time employees (Men/Women)	338 (178/160)	154 (58/96)	145 (47/98)
Part-time staff	359	75	65
Percentage of employees with disabilities	3.10%	3.05%	1.43%

Support for Enhancing the Abilities of Employees

Operations Field Consultants (OFC) play an important role in connecting the Head Office with franchise store owners. They serve as store management consultants that provide multifaceted advice to franchise stores on overall management, including ordering, product lineups, and employee training. OFC candidates first gain store experience at training stores and learn the fundamentals of store management, which include the Four Basic Principles; unit control; employing, training, assigning and evaluating of staff; and management indicators.

SEVEN-ELEVEN (BEIJING) conducts third-party quality control surveys to enhance daily management and continuously implements measures that lead to store improvements. The status of store operations is ascertained through third-party organization evaluations and rankings, and the results are shared with OFCs. OFCs then work to improve store operations by using the indications and other information in the evaluations as issues for improvement.

To recruit and systematically develop outstanding OFC candidates with potential at an early stage, SEVEN-ELEVEN (TIANJIN) has been collaborating with three universities in Tianjin since 2024 and started recruiting activities targeting prospective graduates of four-year universities. As a result of these efforts, six employees were recruited, and their development as OFC is being supported in accordance with a rapid OFC development plan.

In the fiscal year ended February 29, 2024, SEVEN-ELEVEN (CHENGDU) organized monthly training to enhance the counselling skills of OFCs. Classroom training on four topics was provided through 12 courses, supporting the improvement of OFC counselling abilities.

In the fiscal year ended February 28, 2025, to ascertain the status of acquisition of basic skills and knowledge by store employees, the company conducted job skills tests for employees at all stores. Based on the results, it provided training to employees with lower skill and knowledge acquisition levels in an effort to raise overall levels of all store employees. Specifically, training teams were selected from 30% of stores in each month, with one person per store taking the test. Training sessions were conducted for those employees who scored below 80 points on the test, failing to meet the basic standards. The test covers cleanliness, customer service, processing and sales of FF products, customer service skills for cashiers, product display, and delivery services operations. The average score in December 2024 improved by 16% compared to January 2024, and the improvement in employees' basic operational abilities has led to sales growth.





New employees selected as OFC candidates





OFC counselling abilities enhancement training

Programs to Raise Employee Motivation

SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVEN-ELEVEN (CHENGDU) implement various initiatives to raise employee motivation and resolve issues they may face in the workplace. SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU) have, for example, instituted internal hiring programs that allow employees to apply for desired positions, with selection made through interviews between candidates and Head Office departments as well as the Human Resources Department.

In 2024, the 20th anniversary of the establishment of SEVEN-ELEVEN (BEIJING) was commemorated by holding multiple events including interviews of veteran employees with at least 15 years of continuous service, a photo contest with “Seven-Eleven as I See It” as the theme, and large-scale collection of past products. In addition, a series of activities was organized in a pamphlet that was distributed to employees as a commemorative item. More than 50% of employees participated in these events, leading to stronger employee engagement. Employee eagerness to actively participate was confirmed throughout the planning and implementation, and the company is conducting further enhancement of personnel measures.

SEVEN-ELEVEN (TIANJIN) relocated its Head Office when the lease for previous site expired in August 2024. As a result, employee commuting conditions and the work environment improved and employee satisfaction increased. In addition, the company conducted a major review of its employee health insurance as a part of its employee benefit programs, and in addition to the standard health insurance, private health insurance was also introduced, reducing employee healthcare expense burdens. Health checkups were also improved, with tests being conducted at public hospitals rather than general health checkup centers, resulting in more reliable and accurate checkup results.

In addition, in the second half of the fiscal year ended February 28, 2025, SEVEN-ELEVEN (TIANJIN) introduced the Chairperson’s Award and Innovation Award, new employee commendation programs. Employee motivation is being enhanced by recognizing outstanding employees who achieve results through their day-to-day efforts.

SEVEN-ELEVEN (CHENGDU) began conducting monthly internal workshops and employee group birthday parties in 2023 to raise employee motivation, and these programs were continued in the fiscal year ended February 28, 2025 as well.

Examples of programs for raising employee motivation

- Operate a contact desk so that employees can consult with the company on issues
- Interviews with employees by human resources departments
- Interviews with new employees by supervisors
- Organize employee meetings to promote closer interaction and socialization
- Conduct questionnaires on motivation
- Commend excellent employees and share information on role models



Internal workshop



New office



Recipients of the Chairperson's Award



Employee group birthday party



A display with interviews and photos of veteran employees

Fair Evaluation and Remuneration

SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN), and SEVENELEVEN (CHENGDU) have adopted an employee evaluation system that combines monthly interview evaluations and yearly evaluations. Monthly interviews are conducted between employees and their direct supervisors to discuss the rate of progress toward their performance goals. In addition, once each year, after self-assessments are carried out by each employee, interviews and evaluations are then conducted by the direct supervisor and a secondary, higher-level supervisor. Monthly evaluations are based on company, divisional, and individual performance. For managers who conduct evaluation, education is carried out so that they can evaluate subordinates properly and develop human resources.

SEVEN-ELEVEN (TIANJIN) modified its self-check assessment system for Head Office employees in 2024. The self-check assessments, which had been conducted quarterly to help individual employees improve work efficiency, were changed to a semiannual basis and performance review meetings regarding employee development and guidance were increased from once annually to twice annually. Also, based on the results of the self-check assessments, a system to increase monthly salaries for employees who achieve excellent results was introduced in an effort to enhance employee motivation.

SEVEN-ELEVEN (CHENGDU) supplemented the semiannual and annual evaluation systems for all employees by establishing a separate monthly evaluation system for sales staff and managers at the supervisor level and below. In the semiannual and annual evaluations, after employees conduct self-assessments, each supervisor unifies the evaluation criteria and performance improvement plans and communicates the final evaluation results in meetings. The company conducts training to ensure that supervisors could properly evaluate their subordinates and foster talent development while maintaining fairness, impartiality, and consistency in evaluation standards. It also changed its company structure and evaluation system in the fiscal year ended February 29, 2020. Starting from the fiscal year ended February 28, 2021, managers are evaluated and interviewed every quarter, while non-managers are evaluated monthly. Also, the Employee Rules were revised in 2021 to clarify individual career paths and increase the granularity of the personnel evaluation system. In the fiscal year ended February 28, 2023, KPI and GS (conduct) were added to the individual performance indicators based on the existing performance evaluation system. An annual bonus evaluation system centered on performance was also created by linking company performance with individual performance. In 2023, the evaluation items and evaluation criteria for the competency evaluation were reviewed and granularity increased, on a trial basis with OFCs and MDs, with the aim of achieving more objective and impartial evaluation criteria. In the fiscal year ended February 28, 2025, the competency evaluation items and criteria for each layer at the Head Office were revised based on the results of trial evaluations conducted in the previous fiscal year for OFC and MD using new items and criteria. The company also made improvements and standardized evaluation form formats, evaluation frequency, results sharing processes, performance improvement plans based on supervisor guidance, and other matters.

Promoting the Advancement of Women

In China, the labor contract laws have been designed to provide male and female employees with generous leave related to childbirth and childcare. Moreover, men and women are treated equally, and it is common for women to continue working after marriage. This legal system and the practice of appointing managers based on the ability to work together support the appointment of women to managerial positions at each company. SEVEN-ELEVEN (TIANJIN) appointed its first female Chinese director in 2012. As of December 31, 2021, women currently occupy approximately half of the nonexecutive managerial positions at SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVENELEVEN (CHENGDU). In March 2018, SEVEN-ELEVEN (BEIJING) appointed women in the roles of vice president and director, and SEVEN-ELEVEN (TIANJIN) appointed a woman as director.

At the end of June 2025, the total number of managers at SEVEN-ELEVEN (BEIJING) was 29 (manager and above), of which 18 were women, to maintain a level of more than half of all managers, at 62%.

As of the end of 2024, SEVEN-ELEVEN (TIANJIN) had 18 female managers (team leader or higher), and the percentage of women in managerial positions was 56.3%.

Internships

SEVEN-ELEVEN (BEIJING) is making maximum use of a University Information Map and started new collaboration with one school. As a result, the company recruited 39 interns in 2024, enhancing the human resources necessary for business operations. As of the end of June 2025, 6 of 26 directly managed store managers are former interns, accounting for 23% of the total. Also, 21 of 57 members of the operation ZO team are former interns, representing 37%, making interns the foundation of the company's human resource base. Based on these achievements of the internship program and seeking further talent development and improved selection accuracy, in 2025, SEVEN-ELEVEN (BEIJING) analyzed and identified the characteristics of existing outstanding personnel to build a systematic interview methodology. The company is now working to improve the accuracy of hiring decisions and retention rates in recruiting talent to support its future franchise business.

With the aim of hiring outstanding human resources, hiring local personnel, and promoting the education of youth, SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU) conduct internships and have been recognized by the government as Youth Employment Intern Bases that promote the employment of young people who have graduated from high school. SEVEN-ELEVEN (TIANJIN) accepted 39 interns in the fiscal year ended February 28, 2022, 4 of whom were employed by SEVEN-ELEVEN (TIANJIN). In the fiscal year ended February 28, 2023, it accepted 33 interns, 6 of whom became full-time employees. Of the 4 interns who became full-time employees in the fiscal year ended February 28, 2021, 2 have already been promoted to OFC. In the fiscal year ended February 28, 2025, 32 interns were accepted, of which 6 becomes full-time employees. SEVEN-ELEVEN (CHENGDU) accepted 14 interns in the fiscal year ended February 28, 2021, 4 of whom were hired by SEVEN-ELEVEN (CHENGDU) in July 2021. It accepted 3 interns in the fiscal year ended February 29, 2024 and 7 interns in the fiscal year ended February 28, 2025.

Reducing Environmental Impact

The Chinese government has been putting great emphasis on climate change issues. In Beijing, companies with annual CO2 emissions in excess of 5,000 tons are subject to upper limits on CO2 emissions in each industry as major emitters and must purchase emissions credits for the excess portions.

In the fiscal year ended February 28, 2025, SEVEN-ELEVEN (BEIJING), which is subject to this program, reduced its emissions by 1,295 tons compared to the previous fiscal year to 10,411 tons. The company is achieving a certain degree of results through efforts to conserve energy and reduce emissions. SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU) also reported higher electricity consumption due to an increase in the number of stores, new installations of refrigeration and freezer devices, and so on.





Environment-related Data
SEVEN-ELEVEN (BEIJING)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stores	275	283	304	317	331	362
Electricity consumption（MWh）	29,773	24,251	25,171	20,598	19,381	17,237
Water Consumption（1,000m³）	94	78	55	47	39	36

SEVEN-ELEVEN (TIANJIN)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stores	178	179	200	209	217	232
Electricity consumption (MWh)	20,051	17,552	17,898	20,440	22,958	22,600
Water Consumption (1,000 m³)	57	49	50	44	56	50

SEVEN-ELEVEN (CHENGDU)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of stores	75	73	84	85	77	82
Electricity consumption (MWh)	9,720	7,631	8,491	8,748	7,220	7,547
Water Consumption (1,000 m³)	24	24	27	24	17	19

Energy Conservation Measures at Stores

Starting around mid-2024, SEVEN-ELEVEN (BEIJING) has focused on chilled cases, which account for a large portion of electricity consumption in stores, and began testing the introduction of energy-saving curtains to prevent cold air loss in an effort to reduce electricity usage. Measurement data from the initial four test stores confirmed energy-saving effect of approximately 19% during the summer. It also verified changes in sales resulting from installing curtains over a certain period, but the installation of curtains had no impact on sales. Based on these results, the company gradually expanded the number of stores where curtains are installed, implementing them in approximately 40 stores in Beijing and Hebei Province. The energy-saving effect is estimated to be approximately 6,000 kWh per store annually, with electricity costs expected to be reduced by about 9,000 yuan. Testing is currently ongoing, and the company is also verifying the durability and impact on work efficiency of the curtains. After confirming the energy-saving effect and practicality, it plans to proceed with expanded implementation.

SEVEN-ELEVEN (TIANJIN) installed 106 fast food refrigerated cases and inverter outdoor units at 24 stores in the fiscal year ended February 28, 2025, further promoting energy conservation in stores.



Energy-saving curtains that prevent the outflow of cold air

Environmental Measures at Food Manufacturing Factories

In order to avoid wasting resources, efforts are being made at Beijing Wang-Yang Foods, a food manufacturing factory of SEVEN-ELEVEN (BEIJING) and SEVEN-ELEVEN (TIANJIN), to utilize food loss generated by each factory as feedstock for a pig farm. Similarly, the JEANAVICE Factory has a contract with a fish farm to collect residual bread. Both factories use wastewater treatment facilities that clean water to the same or higher standard than government standards to ensure that polluted water is not discharged, collect waste oil, and conduct periodic investigations of smoke emissions from the perspective of preventing atmospheric pollution.

Furthermore, to save energy, JEANAVICE Factory works to reduce thermal loss from boilers and reduce the consumption of gas.

Chinese Superstore Business

Message from the Chairperson



Tsugumi Ko
Chairperson of Ito-Yokado (China) Investment Co., Ltd.
Hua Tang Yokado Commercial Co., Ltd.
Chengdu Ito-Yokado Co., Ltd.

Ito-Yokado Co., Ltd. started its journey as clothing store "Yokado" in Japan in 1920. For more than 100 years since the company's founding, we have continued to evolve our products, services, and business while adapting to changes in the times and customer values.

What we value the most is our Corporate Creed of "remaining a sincere company that earns the trust of our stakeholders." In accordance with our management philosophy of "Responding to Change while Strengthening Fundamentals," we have continuously provided valuable products and services that are indispensable for our customer's day-to-day lives. Pursuing new experiential value is Ito-Yokado's consistent stance and the driving force behind our corporate development.

Since we commenced business in China in 1997, we have consistently adhered to our service philosophy of "Customer First," valuing the shopping experience of each customer. As we have advanced in line with China's consumer growth, we have emphasized not only business development, but also deepening our integration with local communities.

To achieve a sustainable society, we established the CSR Corporate Conduct Committee, identified seven social issues from the perspective of our core business, and are actively working to resolve those issues. By providing safe and secure products, promoting our "GREEN CHALLENGE 2050" environmental declaration, creating stores that can accommodate an aging population, promoting employment of people with disabilities, and advancing social diversity, we seek to enhance corporate value and contribute to local communities.

Moving forward, we will continue to cater to changing customer needs and, by utilizing our strengths as a Japanese-owned company, contribute to the expansion of Japan-China business and trade. We will also provide customers with "shopping experiences that exceed their expectations" by continuously introducing new products and creating new consumer value and achieve sustainable growth while being mindful of the environment.

We will continue to communicate the appeals of Ito-Yokado, and by earning the trust and support of all our stakeholders, we will grow together with society and contribute to creating a better future.

China Business History

Year	Event
1996	Request to establish superstore received from government of China and Chengdu in Sichuan Province
December 1996	Chengdu Ito-Yokado Co., Ltd. established in Chengdu
September 1997	Hua Tang Yokado Commercial Co., Ltd. established in Beijing

Year	Event
November 1997	Chunxi Store opens in Chengdu
December 2001	Asian Games Village Store opens in Beijing
September 2003	Shuangnan Store opens in Chengdu
December 2007	Jinhua Store opens in Chengdu
November 2009	Jianshe Road Store opens in Chengdu
November 2011	High-tech Store opens in Chengdu
July 2012	Ito-Yokado (China) Investment Co., Ltd. established to oversee GMS business in China
January 2014	Wenjiang Store opens in Chengdu
2014	Then-Chairペrそn Tomohiro Saegusa named an Honorary Citizen of Chengdu, a first for a Japanese manager of a private company
January 2017	Meishan Store opens in Meishan
April 2017	Chengdu Ito-Yokado E-commerce Co., Ltd. established in Chengdu
November 2018	Huafu Avenue Store, food and commodity store, opens in Chengdu
January 2019	Ito Plaza opens in Chengdu
January 2021	Leshan Store opens in Leshan
January 2022	Financial City Store, food and commodity store, opens in Chengdu
February 2022	Chengdu Ito-Yokado Information and Technology Co., Ltd. established in Chengdu
December 2022	Chunxi Store closes in Chengdu
August 2023	Meishan Store closes in Meishan
October 2023	Then-Chairperson Saegusa receives the Chinese Government Friendship Award from Premierl LI Qiang
June 2024	Beijing Hua Tang Yokado Commercial Co., Ltd. enters into strategic cooperation agreement with the Shinchen Commercial Group

Company Overview

	Chengdu Ito-Yokado	Hua Tang Yokado Commercial
		
Net Sales	approx. ¥22,169 million (excluding tenant sales)	approx. ¥1,789 million (excluding tenant sales)
Number of employees	2,246	152
Number of stores	9 stores (Shuangnan, Jinhua, Jianshe Road, High-tech, Wenjiang, Huafu Avenue, Ito Plaza, Leshan, Financial City)	1 store (Asian Games Village)
Established	December 1996	September 1997
Chairperson	Tsugumi Ko	Tsugumi Ko
President	Masami Tanaka ※From June 2024	Tatsuya Arai
CSR Promotion Structure	Sustainability Committee	Sustainability Committee
	Corporate Ethics and Culture Subcommittee	Corporate Ethics and Culture Subcommittee
	Supply Chain Subcommittee	Supply Chain Subcommittee
	Environmental Subcommittee	Environmental Subcommittee

* Fiscal year ending December 31 (net sales, number of stores, and number of employees as of December 31, 2024)
* Exchange rate of CNY1 = ¥21.04

Sustainability Initiatives

Sustainability Promotion Structure

Ito-Yokado conducts management that is mindful of all stakeholders in accordance with its Corporate Creed of "remaining a sincere company that earns the trust of our stakeholders." In the Chinese superstore business, we formulated CSR initiative policies and evaluation indicators in accordance with Chinese government guidelines and publish CSR reports, and also actively promote CSR in day-to-day management.

Also, we established the Corporate Conduct Committee in 2021 to promote CSR in collaboration with Chengdu Ito-Yokado, Beijing Hua Tang Yokado Commercial, and Ito-Yokado (China) Investment Co., Ltd. under Ito-Yokado's leadership.

In 2024, Chengdu Ito-Yokado's Corporate Conduct Committee played a central role in sharing information on seven issues with Group companies through online and off-line communications. By collaborating with suppliers, we have actively promoted dialogue with customers and communicated our sustainability initiatives and values to both suppliers and customers.

The Corporate Conduct Committee focuses on ensuring rigorous corporate conduct in accordance with laws and regulations and fulfilling social responsibility of the company needed by society. We seek to achieve growth of our business in China as a whole by establishing an promotion structure centered on the committee, strengthening collaboration among various operating companies responsible for our China business, and enhancing the development of each employee.

Publication of Sustainability Reports

Chengdu Ito-Yokado published its first CSR Report in July 2016 and has published a report each year since then. In preparing the report, the company refer to various indicators in the Global Reporting Initiative (GRI), SDGs, and ESG, with a comparison table on each included at the end of the report.

The CSR Reports are made available on the company's website and printed copies are distributed to visitors to the company. The company also discloses the reports to the Ministry of Industry and Information Technology, National Development and Reform Commission, and other governmental agencies through the China Federation of Industry and Economy.



Promise to Customers

Quality and Freshness Management

Chengdu Ito-Yokado is committed to providing safe and secure products to its customers. Regarding food safety in particular, it has strengthened management systems from the perspectives of organizational structure, management, and education and is undertaking initiatives such as quality visualization and traceability management. The company also deployed consistent specialized food safety teams from the headquarters to individual stores and is working on safety management throughout the entire organization. As a result of these rigorous food safety management initiatives, there were no food safety incidents at any stores in 2024.

Hua Tang Yokado Commercial holds quality control training for employees in the food sales floor four times each year and strictly adheres to quality control standards. In addition, the company conducts regular inspections of facilities and equipment, sanitation management processes, and quality management system for employees, on the sales floor and backrooms. The sales floor and backroom are regularly sanitized at our own initiative, as part of efforts to provide customers with a safe and secure shopping environment.

Provision of Traceability Information

Since 2013, Chengdu Ito-Yokado has established a food traceability system in cooperation with producers to disclose product information to customers. Chengdu Ito-Yokado independently developed "看得見的放心" and manages the quality of its products. 看得見的放心 has the same concept as "Traceable Fresh Food with Producers' Faces" sold in Japan with many customers endorsing these as safe and secure products.

In 2024, the "看得見的放心" product lineup was expanded to 251 SKUs,* and annual sales volume was 1,458,000 units, net sales were 26.43 million yuan (a year-on-year increase of 5%), and the gross profit margin reached 35.7%. In addition, 96 new product SKUs were developed, and the product renewal rate was 38.2%. These products were procured from 28 production sites located around the country including Wuchang, Dandon, Xinjiang, Guangyua, Shaanxi, Leibo, Shandong, Ningxia, Hainan, Anyue, Jianyang, Guangxi, Suining, and Yunnan.

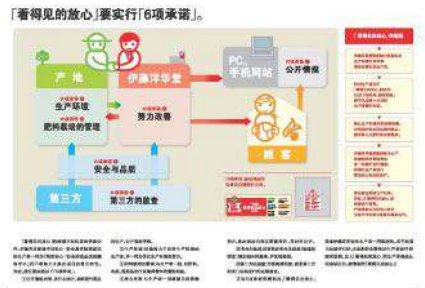
* The smallest unit of inventory management.



"看得見的放心" Pork
By adopting EU cultivation standards and raising the pigs for 8 to 10 months,
tender meat and a mellow aroma are achieved.
This is a safe product that is free of heavy metals and chemical residues.



"看得見的放心" Rice
This rice is cultivated in new fields established in sandy soil with a total of 3,000 hours of sunlight, an accumulated temperature of 4,000 degrees, and irrigation using Tianshan snow water.
The rice is grown for 190 days.



Strengthening Quality Management of Store Operations in Pursuit of a Safe and Secure Shopping Environment

In November 2022, Chengdu Ito-Yokado created a “Food Safety General Supervisors System” based on national regulations, and set management parameters for “daily management, weekly audits, and monthly schedules” at stores and the Administration Division. Through these initiatives, the company is strengthening its on-site management and inspection systems and clarifying the scope of responsibilities to appropriately manage food risks and prevent the occurrence of incidents.

In addition, in 2023, it established a management system involving food safety first supervisors, food safety superintendents, and food safety staff in stores, and has since May of that year performed special monthly food safety inspection and implemented training with invited specialists.



Chengdu Ito-Yokado food safety management system



Monthly coordination meeting of food safety superintendents

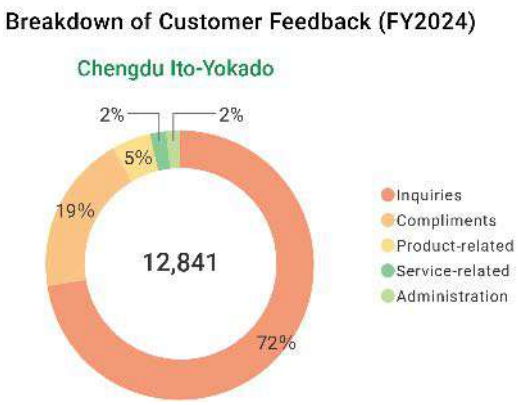
"Citizen Quality Supervisor" System and Collection of Customer Feedback

Since its foundation, Ito-Yokado has made “Customer First” one of the most important principles of conduct to be practiced by all employees. Providing customers with courteous and high-quality service with a humble attitude is the fundamental stance of Ito-Yokado employees.

Ito-Yokado emphasizes listening to customer feedback and has been holding Customer Dialogue Meetings since 1997. We later established a Customer Service Office and provide diverse communication channels, both online and off-line, including social media, telephone, customer dialogue meetings, and open store days. Through these channels, we gain an accurate understanding of customers’ opinions and work to resolve issues quickly.

In 2024, we collected 18,499 customer comments at stores (93.1% of the level in the previous year).





Promise to the Local Community

Donations and Stakeholder Engagement

Ito-Yokado has supported youth education since opening its first store in China in 1997. In 2007, Chengdu Ito-Yokado marked the 10th anniversary of its foundation by donating 1 million yuan to support the enhancement of facilities at four local elementary schools. The schools were designated as Ito Youai Elementary Schools, and support has continued to the present. Also, the company established the Ito Benevolence Fund in collaboration with the Chengdu Next Generation Foundation in 2015 and has continuously made donations to support children in rural areas whose parents have gone to cities to work and outstanding university students since then.

In 2024, Chengdu Ito-Yokado donated 500,000 yuan to the Chengdu Next Generation Foundation, funding the 27th disbursement by the Sichuan University College of Foreign Languages and Cultures Japanese Department Scholarship Fund. The company has provided support to rural children left behind by their parents at Youai Elementary Schools for 17 consecutive years since 2007, carrying out public interest activities, such as free extracurricular education programs.



Scholarship award ceremony at Japanese Department,
College of Foreign Languages and Cultures, Sichuan University



Opening ceremony of the “Mobile Children’s Palace Project”
at Qionglai Daozuo Youai Elementary School



Free dance lessons for out-of-school children



Donations of children’s books to schools

Volunteer Activities

Ito-Yokado established the Chengdu Ito-Yokado volunteer team in June 2009 to make even greater contributions to local communities. The team is made up of employees with a passion for public welfare initiatives at each store and is dedicated to undertaking social contribution measures. The members act with a philosophy of helping others, serving society, spreading love, and contributing to the improvement of corporate culture.

In 2024, a total of 35 volunteers participated in activities 24 time with cumulative participation of 112 people and a total of 315 hours of volunteer work. Each member contributes to the community with enthusiasm, embodying Ito-Yokado's Corporate Creed and commitment to social contribution through their actions.





Chengdu Ito-Yokado volunteer team

Promise to Employees





Store Management by Local Employees

Ito-Yokado in China has actively promoted local employees since the opening of their stores in the country in order to create stores that are rooted in the local community, and Chinese staff are still playing an active role in each store.

At Chengdu Ito-Yokado, the ratio of Chinese employees in management positions (excluding officers) is 98.75%, and the ratio of female staff members exceeds 70%. The company consistently works to establish a fair, diverse, and stable work environment that enables female members to fully demonstrate their abilities in their respective roles.

At Hua Tang Yokado Commercial, the ratio of Chinese employees in management positions has reached 98.7%, and the ratio of female managers is 25.7% (excluding officers). The manager of the Asian Games Village Store is a woman, and the company promotes employees based on ability without regard for gender.

Employee Data (As of the end of December 2024)

	Chengdu Ito-Yokado	Hua Tang Yokado Commercial
No. of employees	2,246	152
No. of part-time employees	88	13
Ratio of Chinese employees in management positions	98.75%	98.7%
No. and ratio of women in management positions (excluding executives)	456（62.64%）	39（25.7%）
No. of female team leaders (ratio of female team leaders)	140（57.85%）	13（33.3%）
No. of female section managers (ratio of female section managers)	55（56.14%）	11（15.3%）
No. of female division managers (ratio of female division managers)	12（46.15%）	1（1.4%）
No. of female corporate officers (ratio of female corporate officers)	2（28.57%）	1（1.4%）
No. of employees with disabilities	42 (1.87%)	7 (4.6%)

Human Resource Development Programs

Chengdu Ito-Yokado established the Chengdu Ito-Yokado Human Resource Development Center in March 2023 to identify and cultivate talent, promote and embed its corporate culture and principles, and create development teams with advanced specialized technical skills. The center pursues three stages of development: development of the company, the industry, and society. Through initiatives such as building foundations, in-house training, and cooperation with specialized institutions, it strives to create organizations that learn and achieve rewarding work environments.

Hua Tang Yokado Commercial is endeavoring to supply educational content relating to the corporate creed and management philosophy, on-site employee support, and customer service as well as to deliver top-quality products and services to customers. By commending staff (meaning not only regular employees but all store staff, including partner company employees, tenant employees, cleaners, and security guards) who receive words of praise from customers in plenary meetings, it seeks to elevate the feeling of togetherness and engagement among staff.

Human Resource Development

●Classroom Training

In 2024, Chengdu Ito-Yokado Specialized Training was conducted company-wide with the objectives of increasing understanding of the corporate culture, improving on-site customer service skills, and gaining and using industry knowledge. The training was conducted a total of 142 times with 7,098 employees participating.

In addition, managerial training has been conducted continuously since 2023 for outstanding young employees no older than 35 years who have high potential to provide skills development training. The training covers corporate culture, OMO business, DX system operation, risk analysis responses, and other topics. A total of 203 employees has participated in seven training sessions.



Facilities tour of a community center



Capacity building for executives





●Practical Training

Chengdu Ito-Yokado focuses on skill level-based training for employees in fresh food departments to strengthen the practical skills of on-site employees. By reinforcing human resource development in fresh food departments and standardizing work processes, the company is working to eliminate disparities in technical skills between stores while increasing employee productivity. Through these efforts, the company seeks to respond more appropriately to customer needs and improve “profit × quality × efficiency.”

In 2024, Chengdu Ito-Yokado reinforced standardization of operations by creating product specification sheets and conducted periodic intensive training and new product development with the cooperation of outside experts. It also conducted ongoing assessment of the skill levels of employees in fresh food departments, with 247 employees taking the exam and achieving a pass rate of 78%.



●Skill Enhancement Training

Skills training courses mainly for on-site employees on customer service skills, store operation, product display skills, digital technology, livestreaming skills, and other important industry topics were conducted a total of 41 times with 602 employees participating.



●Dementia Training

Chengdu Ito-Yokado conducted systematic training three times to raise understanding of the causes and symptoms of dementia and enable employees to respond appropriately during in-store operations to customers with dementia. As a result, employees are able to provide more professional and considerate services to individuals with dementia and their families.





Promise Regarding the Environment

Energy-Saving Initiatives

Chengdu Ito-Yokado has espoused the environmental philosophy of “respect for nature, adaptation to nature, and protection of nature” since 2020 and has continued efforts for sorting waste, developing environmental infrastructure, and recycling waste as Chengdu’s first low-carbon scene creation project. In 2024, the company invested 240,000 yuan to renovate energy-efficient lighting fixtures and equipment. It also reduced food waste and general waste by more than 35% year-on-year, decreased single-use plastic by more than 2%, and cut annual carbon emissions by approximately 1,794 tons.

Hua Tang Yokado Commercial is making efforts to efficiently operate the air-conditioning system that manages store temperature. By adjusting operating times and target areas as necessary in response to weather and temperature changes, it reduces gas and electricity usage. In addition, facility administrators take detailed measurements of in-store temperature and, in response to temperature changes, the operating patterns of the air-conditioning equipment are optimized. Furthermore, Hua Tang Yokado Commercial is striving to curtail electricity usage. Among other things, it has introduced energy-saving lighting equipment at all sales floors and has reduced backroom lighting usage by 50%.

In the fiscal year ended February 28, 2025, the overall energy consumption (electricity, gas, and running water) of the entire store increased due to the increase in the number of restaurants and tenant stores accompanying store renovation. Going forward, with the cooperation of each tenant, efforts will be made to reduce energy usage in the entire store.

Chengdu Ito-Yokado

	FY2021	FY2022	FY2023	FY2024
Number of stores	10	11	9	9
Energy consumption (standard coal tons)	13,580	12,140	11,415	11,004
Electricity consumption (MWh)	107,670	98,783	92,880	89,537
Gas usage (1,000 m^3)	563	684	359	412
Water usage (1,000m^3)	857	752	739	691

Hua Tang Yokado Commercial

	FY2021	FY2022	FY2023	FY2024
Number of stores	1	1	1	1
Energy consumption (standard coal tons)	1,353	1,408	1,519	1,400
Electricity consumption (MWh)	7,912	7,950	8,921	7,553
Gas usage (1,000 m^3)	256	274	268	314
Water usage (1,000m^3)	63	54	65	50

Award History (FY2024)

Chengdu Ito-Yokado and Hua Tang Yokado Commercial received the following awards in FY2024 in recognition of their various initiatives.

【Chengdu Ito-Yokado】

Names of Award	Presenting Organization
FY2024 Social Value Contribution Award: Recycled Water category of the Water Resources Conservation Project	China Chain Store & Franchise Association
FY2024 Top Ten Leading Companies	Chengdu Retailers' Association
FY2024 Social Contribution Value Award	Chengdu Retailers' Association
FY2024 Model Philanthropic Enterprise	Chengdu Next Generation Foundation

Hua Tang Yokado Commercial

Names of Award	Presenting Organization
FY2024 Class B Tax Payment Reliability Company	Chaoyang State Taxation Bureau

Social Contribution Activities

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group") fulfill its responsibilities as a member of many local communities by fostering coordination and cooperation with each community. At the same time, our Group supports society overall by contributing to community development and the creation of prosperous living environments through its businesses, in conjunction with making appropriate donations in consideration of the benefits to society and the general public.
In social contribution activities, the Sustainability Development Office promotes activities in coordination with relevant departments in each Group company under the leadership of the Executive Officer, Head of Sustainability Development Office of Seven & i Holdings.







Effect Measurement Method

Seven & i Holdings seeks to mitigate the environmental impact associated with its business activities and to contribute to making a better society through those activities. When selecting external partners for activities, we always ensure that they have a philosophy that is compatible with our own, and that they have sufficient specialist expertise.
We measure the effect of our social contribution activities based on five perspectives. Moreover, we plan to revise our measurement methods in the future to enable an even more accurate measurement of the inputs for an activity, the respective outputs for the Company and society after the activity, and the final impacts on the Company and society, respectively.

Effect Measurement Method	Detail
1. Verification of the Social Contribution Activity Cost Over One Year	The activity cost is verified by type and format of activity.
2. Verification with KPIs	The effect of the initiatives is measured numerically by using our established key performance indicators (KPIs). For example, we conduct "shopping support" services to assist seniors (Online convenience store, mobile store service, etc.) and the effect of these activities is verified by using the number of stores involved, the number of operational vehicles, the amount of sales, and other metrics as KPIs. In addition to these numbers, we also reflect feedback from service users in our planning for the following fiscal year. Further details about shopping support can be found here ›
3. Dialogue with Organizations We Support	We confirm the results of activities reported by NPOs and other organizations to which we give financial assistance. We verify the effects of activities based on reported information such as the number of beneficiaries and the positive impact on them, as well as direct feedback obtained through dialogue with the assisted organizations. We also refer to these reports and feedback when deciding on the next round of recipients and projects that we will assist.

Effect Measurement Method	Detail
4. Survey of Employees Who Participate in Activities	We conduct questionnaire surveys of employees who participated as volunteers in activities we have planned, asking them about their level of satisfaction with the activity and points for improvement. The results are used to measure the effect of the activity and in planning our next activities.
5. Survey of Employees Overall	Every year we conduct an Employee Engagement Survey of a sample of employees from 26 Group companies. (Certain companies conduct sampling surveys.) Through the results of the survey, we confirm employees' awareness of their own companies. The results are used in our verification of the activities, and we formulate plans for the next year. • Sample question: I believe my company: – Builds good relationships with local communities. – Conducts environmentally friendly business activities. – Is actively engaged in social contribution activities. Further details about the Employee Engagement Survey can be found here >

Encouraging Employee Participation in Social Contribution Activities

Seven & i Holdings believes that employee participation in social contribution activities is also crucial. Based on this belief, we plan and implement activities such as opportunities to experience nature and disaster reconstruction support programs. Moreover, to encourage employee participation in volunteer activities, Seven-Eleven Japan, Ito-Yokado, Denny's Japan, and Seven Bank have instituted a volunteer leave system under which employees can take five days off per year for volunteer work. At Ito-Yokado, part-time workers may also take volunteer leave. In the fiscal year ended February 28, 2025, 79 employees in the Group took volunteer leave.

Placing Donation Boxes

In March 2016, Ito-Yokado commenced activities to encourage customers and employees to donate funds throughout the year by placing collection boxes next to almost all of its POS registers nationwide. This year-round fund collection drive is being undertaken to help solve various social issues, with donation destinations set for three-month periods. In addition, since June 2020 we have been collecting donations over the internet through our Group's Seven Mile Program. Through these fund collection drives, we raised ¥20,853,811 in donations from our customers and employees in the fiscal year ended February 28, 2025.

Furthermore, the "Thanks Blooming" initiative—launched in the fiscal year ended February 28, 2022 as part of our efforts to improve employee engagement—for collecting donations from employees by allowing them to exchange "Thanks Blooming" points as a way of saying "thank you" to their colleagues, raised a total of ¥86,700 in the fiscal year ended February 28, 2025. Ever since we began collecting donations at our stores in 2016, these three initiatives have raised a total of ¥330,329,053.

Fund Collection Results for the Fiscal Year Ended February 28, 2025 (Ito-Yokado)

(Yen)

Implementation Period	Days	Fund Detail	Amount
March 1 to May 31	92	Fund to Support Children's Futures	5,328,660
June 1 to August 31	92	The Nippon Foundation "The Sea and Japan Project"	3,900,360
September 1 to November 30	91	Plan International Japan "The Community-Driven Elementary School Lunch Project"	4,502,368
December 1 to February 28	90	Guide Dog Foundation	7,209,123

Support for Training Guide Dogs

Our Group companies support the training of guide dogs for the visually-impaired and collect donations for this purpose at Ito- Yokado and York stores.
Ito-Yokado began making donations to the National Federation of All Japan Guide Dog Training Institutions in 1991 to support the training of guide dogs, and celebrated its 34nd anniversary in 2024. The total amount of donations from 1991 to 2024 has exceeded 118,060,000 yen.

Social Contribution Activities through Donation of Products

Since August 2017, Seven-Eleven Japan has been donating a portion from product inventories－except fresh foods and products requiring permits such as alcohol, cigarettes, and stamps－that arise during store renovations to Second Harvest Japan, a foodbank organization.
In addition, from April 2018, we began a similar initiative following the conclusion of an agreement with Social Welfare Councils and local governments in respective localities on social welfare contribution activities through product donations. The donated products are distributed to organization and facilities that support people such as seniors, persons with disabilities, children, and the needy, leading to the promotion of social welfare and reduction of food waste.

Number of "agreements regarding social welfare contribution activities through product donations" concluded

(Number)

	2022	2023	2024
Number of agreements	39	44	47



Cooperation with White Ribbon Campaign

Akachan Honpo has been providing sponsorship and supporting the activities of the White Ribbon Campaign which is promoted by the Japanese Organization for International Cooperation in Family Planning (JOICFP) to protect the lives and health of pregnant women and babies throughout the world. Besides accepting donations on behalf of JOICFP through its stores and online, it has also installed 22 White Ribbon Campaign Vending Machines at inside and outside of stores as of the end of February 2025. For every beverage purchased from one of these machines, the companies donate ¥2 to JOICFP (¥1 from the beverage manufacturer and ¥1 from the store where the machine is installed).



White Ribbon beverage vending machine

Donations through the Seven Mile Program

Under the “Seven Mile Program,” a member service that we offer, members can earn miles based on their use of applicable stores and servcies and redeem them for a variety of benefits. An example of those benefits is donations, which we make to the donation destination specified by the customer in accordance with the miles they redeemed.

Number of projects for donation destinations and amount donated

	2020	2021	2022	2023	2024
Number of projects for donation destinations	10	18	21	31	40
Amount donated (million yen)	1,935	3,899	6,367	6,786	5,140



Screens from the Seven Mile Program website

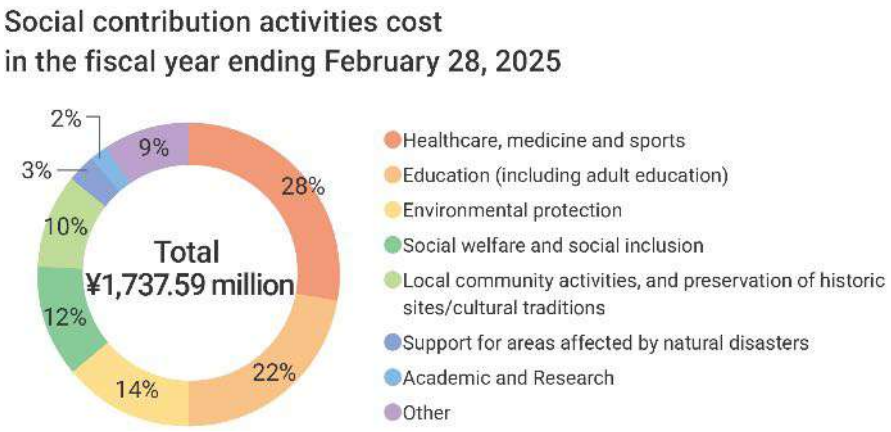
Social Contribution Activities Costs (Fiscal Year Ended February 28, 2025)

The social contribution activities provided by our Group in the fiscal year ended February 28, 2025, including the provision of financial assistance or the donation of goods, and the personnel costs of employees involved in these activities, amounted to a total of ¥1.73759 billion when converted into monetary terms. Of this total, cash donations were approximately ¥0.4 billion.

Social contribution activities costs in the fiscal year ended February 28, 2025

(Thousands of yen)

Category	Amount
Administration cost	711,304
Donation of goods	615,196
Cash donations	395,625
Personnel costs of employees participating in activities during work hours	15,460
Costs for using the Group company's facilities	0
Total	**1,737,585**



* The total accounts for the cost of Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, Denny's Japan, Seven Bank, and 7-Eleven, Inc. (The sales of the eight companies account for 98% of the Group's sales in Japan.) Calculated based on Fiscal 2011 Key Points Regarding the Implementation of Social Contribution Activity Surveys by Japan Business Federation, "Keidanren." However, political contributions are excluded.

Business Continuity Initiatives

Seven & i Holdings has established a Business Continuity Plan (BCP) based on its Corporate Action Guidelines. This plan ensures that impacts on business operations are minimized from any damage sustained and that we can fulfill our role as social infrastructure, supplying goods essential to our customers' daily lives by maintaining store operations and service provision, in the event of unforeseen circumstances such as a large-scale disaster.
To enhance our business continuity response capacities, we implement Business Continuity Management (BCM) activities, including employee education, verification through training drills, and reviews of plans, as ongoing initiatives during normal times.

Policy: "Fulfill Our Role as Social Infrastructure"

・Take actions which prioritize human life above all else, to ensure the safety of customers, employees, and other concerned parties and personnel, etc.

・Maintain operations and reopen for business promptly at our operating company stores

・Contribute to local communities



Business Continuity Management

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (hereinafter referred to as "our Group"), along with its affiliates, are working in unity to engage in BCM activities which meet the expectations of all our stakeholders as well as the demands of society.

(1) Formulation of business continuity plans
Our Group formulates BCPs which are tailored to anticipated risks.
(2) Awareness raising and educational activities
Our Group and its affiliates actively conduct education, including reviewing and verifying BCPs with relevant personnel (including officers) to deepen understanding of business continuity, and conducting disaster simulation exercises to ensure personnel are equipped with the skills to act as required in the immediate aftermath of a disaster.



BCP review and verification meeting



Disaster simulation exercise



Seven & i Holdings disaster preparedness card
(for employees)



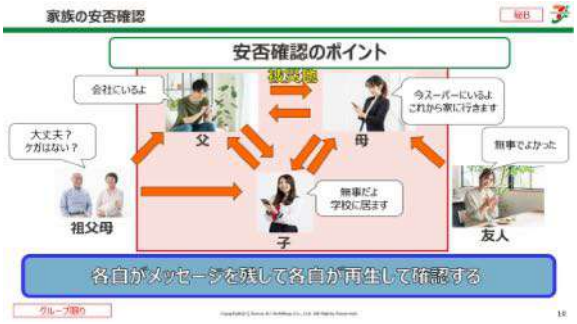
Seven & i Holdings disaster preparedness card
(for employees' families)



Seven & i Holdings disaster preparedness card
(for children)



e-Learning screen "Self-help"



e-Learning screen "Family safety check and evacuation sites"



e-Learning screen "Disaster preparedness supplies"

(3) Verification through training drills and exercises

Our Group conducts various training drills and exercises which simulate disaster scenarios to verify the effectiveness of the BCPs we have formulated. We also actively participate in external training drills.

Training drills/exercises	
FY2024	9 times
First half of FY2025	3 times



Training drill involving sampling emergency food supplies (September 2, 2024)



Table-top exercise (August 1, 2025)

(4) Reviews

Our Group regularly holds internal meetings on disaster prevention and continuously reviews its disaster response measures. We also regularly host meetings which bring together personnel responsible for disaster preparedness from our Group and our affiliates, at which participants share details on challenges and improvement measures.

Meetings	
FY2024	9 times
First half of FY2025	7 times



HD Large-Scale Disaster Countermeasures Conference (September 26, 2024)



Disaster Response Group Information Exchange Meeting (April 24, 2025)

Priority Items

Our Group and its affiliates are enhancing countermeasures for each of the below three areas as the priority items in business continuity management.

Supplying Goods Essential to Our Customers' Daily Lives

We utilize our stores and logistics network to supply goods essential to our customers' daily lives even in the event of large-scale disasters including natural disasters. We also undertake initiatives not only aimed at relief efforts immediately following disasters but also those to support the recovery and reconstruction of areas impacted by disasters over the medium to long term.

●Role as public institutions

In July 2017, Seven & i Holdings and Seven-Eleven Japan were designated as public institutions under the Disaster Countermeasures Basic Act by the Prime Minister of Japan. We are expected to play a crucial role in the formulation of disaster response plans, disaster prevention, emergency response, and recovery efforts. Our Group has established a Disaster Response Plan to ensure the smooth and appropriate implementation of disaster-related measures as designatedpublic institutions under the Disaster Countermeasures Basic Act.

＞Disaster Response Plan (Japanese)

We have enabled the swift delivery of relief supplies to affected individuals via vehicles such as trucks used for emergency transport of supplies which have been registered in advance as “emergency motor vehicles.” Additionally, we have secured access to the central disaster management radio communications system, to facilitate rapid assessment of disaster impacts and response statuses.



Relief supplies delivery truck

● **Disaster response track record**

Response to the January 2024 Noto Peninsula Earthquake	
January 1, 4:10 PM	The 2024 Noto Peninsula Earthquake (M7.6) strikes
January 2	Our Group and its affiliates launch a fundraising campaign
January 3	Provide 100 cases of 2-liter bottles of water to Nanao City Hall and Himi City Hall
January 4	Provide 5,500 servings of pastries to Ishikawa Prefecture
January 4	Provide foodstuffs such as cup noodles and canned goods to Kaga City's sister city, Shirakawa City, Fukushima Prefecture
January 5	Provide 30,000 servings of cup noodles to Ishikawa Prefecture
January 5	Provide 20,000 500ml bottles of water to Ishikawa Prefecture
January 7	Provide 360,000 face masks to Ishikawa Prefecture
January 7 to19	Provide 500 daily servings of foodstuffs, including bread and confectionery, to areas such as the Tatsuruhama district, Nanao City
January 8	Provide 30,000 canned meals to Ishikawa Prefecture
January 11	Provide 960 disposable baby bottles and 280,000 baby wipes to Ishikawa Prefecture
January 11 to19	Provide daily deliveries of simmered hijiki seaweed dishes and salads to Nanao City
January 12	Provide 1,200 2-liter bottles of water and 600 servings of cup noodles to fire brigade dispatched from Kanagawa Prefecture
January 13	Provide foodstuffs, beverages, daily necessities, etc., to fire brigade dispatched from Tokyo Fire Department
January 15	Provide baby wipes to Ishikawa Prefecture
January 18	Provide foodstuffs, beverages, and other supplies to fire brigade dispatched from Nagano Prefecture
January 24	Provide daily necessities to Ishikawa Prefecture
February 19	Provide foodstuffs, undergarments, and daily necessities to Ishikawa Prefecture

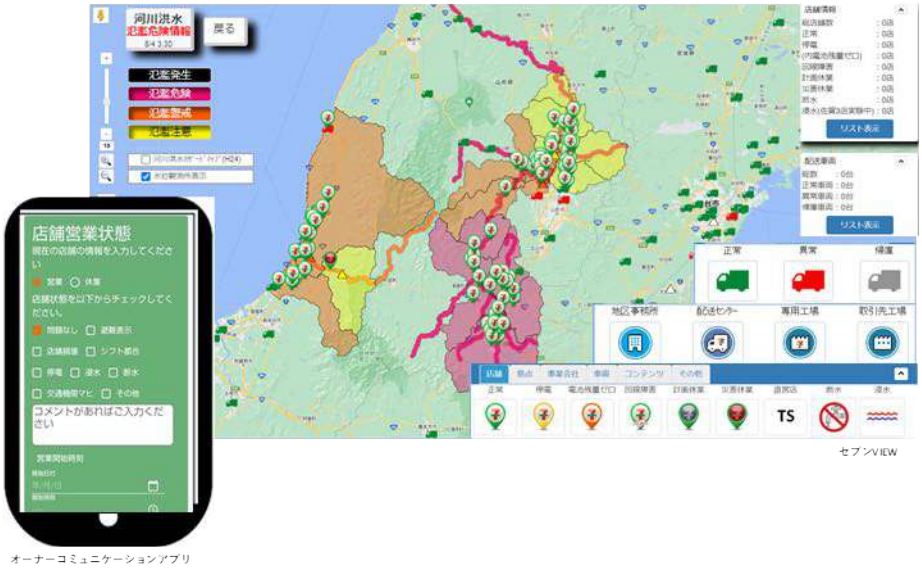




Provision of relief supplies during the 2024 Noto Peninsula Earthquake

●7View: Enabling the provision and sharing of disaster information

Seven & i Holdings compiles a range of information but we have also joined with business partners to develop the 7VIEW system for providing and sharing disaster information. "7VIEW" is a system that displays the status of stores and distribution bases in disaster areas on a cloud map so that related divisions can grasp the situation.



7VIEW screen

Enhancing Relationships with the Supply Chain

We request all business partners to understand and comply with the Seven & i Holdings Business Partner Sustainable Action Guidelines in order to strive to prepare for disasters and accidents, formulate BCPs, and ensure information security. We provide support to our business partners in formulating their BCPs in collaboration with the Tokyo Metropolitan Small and Medium Enterprise Support Center.

●Supporting the formulation of BCPs of business partners

Cooperation with the supply chain is essential in ensuring the supply of products. We held seminars to support our business partners in formulating BCPs, with the cooperation of the Tokyo Metropolitan Small and Medium Enterprise Support Center.

We provided support for formulating BCPs to business partners involved in waste disposal for our Group and its affiliates. We also provided them with an overview of our own BCM initiatives.



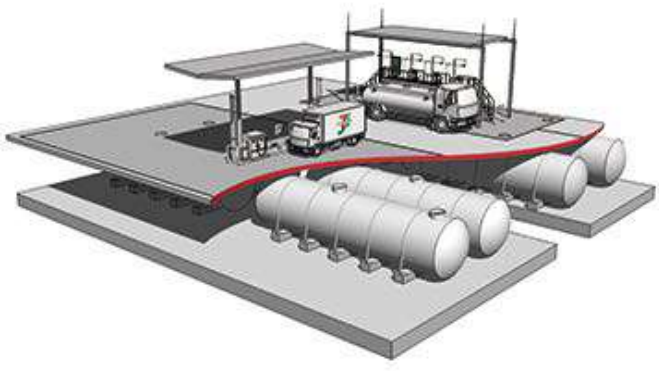


July 11, 2025: BCP Formulation Support Seminar

Participating business partners:Itagoshi Shoji Co., Ltd., Kaname Kogyo Co., Ltd., Kinoshita Friend Co. Ltd., Sogo Service Co., Ltd., Nagano Shikou Co., Ltd., Nihonkyouryoku Inc., Masubuchi Syouten Company, Yamamoto Line Co., Ltd.

●Securing fuel supply networks

Seven & i Holdings has established a fuel depot that can be used by product delivery trucks to transport emergency provisions, a first for a Japanese retailer. Located in Sugito Town, Kita-Katsushika District, Saitama Prefecture, the depot maintains a permanent reserve of 400 kiloliters of fuel. When a disaster occurs, it can be used to deliver emergency provisions and goods to evacuation centers, primarily in affected regions, as well as to Group stores in the Tokyo metropolitan area, over a period of up to 10 days. We also hosted fueling drills to ensure that operations can be seamlessly deployed in the event of a disaster.



Fuel for vehicles is stored in underground tanks



Fueling drill at Sugito fuel reserve depot (February 21, 2025)

Supporting Local Communities

Our Group and its affiliates recognize their role as regional infrastructure in accordance with the Seven & i Holdings Corporate Action Guidelines, and engage in disaster preparedness initiatives for local residents at normal times to contribute to building safe and secure communities.

●Regional relief activities in disasters and local awareness-raising

Assuming that safety is ensured, all stores of our Group companies strive to remain open and resume operations as soon as possible to preserve community lifelines during disasters. The headquarters also supports stores by supplying products and supporting personnel, working together with the local community to fulfill its role as social infrastructure.
In addition, Group companies are promoting the conclusion of Agreements with Local Governments for Disaster Relief Supplies and Agreements for Assisting People Who Have Difficulty Returning Home. When disasters occur, the Group provides relief supplies in response to requests from the government and municipalities, as well as providing tap water, toilets, road information, and so on to those who have difficulty returning home. Each of the Group's stores also conducts fund-raising activities to support disaster victims. Ito-Yokado stores are furthermore working to raise customer awareness of disaster preparedness in cooperation with local governments even during normal times, such as by developing disaster preparedness corners, cooperating in local disaster prevention activities, and holding disaster prevention events.

●Cooperation with local government during disasters

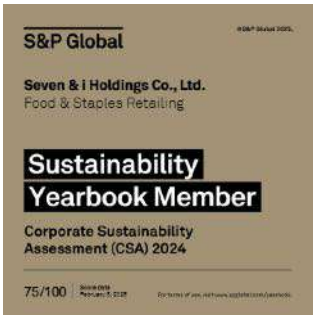
Seven-Eleven Japan has registered stores in prefectures with which agreements have been executed as Disaster Support Stations. In the event of a large-scale disaster, these sites will provide tap water, restroom facilities, and information to the extent possible to persons who are unable to return to their homes.



Disaster Support Station sticker

External Recognition and Awards

Major Recognition Regarding Sustainability



Dow Jones Sustainability Index:
Member of DJSI World Index

Seven & i Holdings was selected as a constituent of the World Index※1 in the Dow Jones Sustainability Indices (DJSI). We have also been selected as a component of the Asia/Pacific Index for the 16th consecutive year. The DJSI is a globally renowned ESG index whose constituents are selected based on a comprehensive evaluation of companies in the three dimensions, such as Governance & Economic, Environmental, and Social Dimensions. The DJSI World Index measures the stock performance of the top 10% of the world's approximately 3,500 companies by market capitalization as assessed by S&P Global through its Corporate Sustainability Assessment (CSA). Based on the 2024 evaluation, 321 companies (including 37 Japanese companies) have been selected as constituents of the World Index. In the Food & Staples Retailing, we are the only Japanese company selected for inclusion. (As of December, 2024).

We were also selected as a member of the Sustainability Yearbook from among more than 7,690 companies evaluated in CSA 2024 (780 companies selected.) (As of February, 2025)

※1 As of September 2025, the World Index has been renamed the Dow Jones Best-in-Class.

› Further details about the Dow Jones Sustainability Index can be found here

FTSE4Good

Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products. Seven & i Holdings has been selected as a constituent for eleven consecutive years. (As of the end of July, 2025)

Further details about the FTSE4Good Index Series can be found here

FTSE Blossom Japan

The FTSE Blossom Japan Index is created by global index provider FTSE Russell. The index is designed measure the performance of Japanese companies demonstrating strong environmental, social and governance (ESG) practices. The FTSE Blossom Japan Index is widely used for creating and evaluating sustainable investment funds and other financial instruments. Seven & i Holdings has been selected as a constituent of the index. Seven & i Holdings has been selected as a constituent for nine consecutive years. (As of the end of July, 2025)

› Further details about the FTSE Blossom Japan Index can be found here

Seven & i Holdings received a rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment. (As of October 2025)

› Further details about the MSCI ESG Leaders Indexes can be found here

The inclusion of Seven & i Holdings into the MSCI indexes as well as the use of MSCI's logos, trademarks, service marks, and index names do not represent support, recommendation, nor promotion of Seven & i Holdings by MSCI or its affiliates. MSCI indexes are the sole property of MSCI. The names and logos of MSCI and MSCI indexes are trademarks or service marks of MSCI or its affiliates.

iSTOXX® MUTB Japan Platinum Career 150 Index

The iSTOXX® MUTB Japan Platinum Career 150 Index is an ESG index focusing on "human capital" jointly developed by Mitsubishi UFJ Trust and Banking Corporation and STOXX, an index provider affiliated with Deutsche Borse. The index consists of 150 companies that are proactive in building employee careers from the three viewpoints of "long-term perspective," "autonomous learning," and "contribution to society," using the evaluation items for "Platinum Career" companies in the Toyo Keizai Inc. Seven & i Holdings was selected as one of the constituents.

› Further details about the iSTOXX® MUTB Japan Platinum Career 150 Index can be found here

Response to/Participation in External Organizations

In alignment with the principles of TNFD, Seven & i Holdings joined the TNFD Forum in January 2023. By March 2024, Seven & i Holdings registered as TNFD Adopters and are advancing our analysis and disclosure based on the TNFD framework.

› Further details about the TNFD Adopters can be found here

To achieve the CO_2 emission reduction target set forth as one of the priority themes of the Environmental Declaration "GREEN CHALLENGE 2050", Seven & i Holdings is participating in the international initiative "RE100", which aims to make the electricity used in business activities 100% renewable energy. In addition, this participation is supported by the Japan Climate Leaders' Partnership (JCLP), a corporate group aiming to realize a sustainable decarbonized society.

› Further details about the RE100 can be found here

GREENHOUSE GAS EMISSIONS VERIFICATION STATEMENT

To: Seven & i Holdings Co., Ltd.

September 5, 2025
Bureau Veritas Japan Co., Ltd.
System Certification Services Headquarters

Bureau Veritas Japan Co., Ltd. (Bureau Veritas) was engaged by Seven & i Holdings Co., Ltd.to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Seven & i Holdings Co., Ltd.in its Sustainability Data Book 2025.

1. Scope of Verification

Seven & i Holdings Co., Ltd. requested Bureau Veritas to verify, to a limited level of assurance, the accuracy of the following GHG information:

1) Scope 1 and Scope 2 emissions:

- CO_2 emissions from energy use through the following store operations within Japan, U.S.A (excluding stores operated by domestic licensees of 7-Eleven, Inc.) and Canada:

Name of company	Number of stores within the scope	Reporting period covered
Seven-Eleven Japan Co., Ltd.	22,546	April 1, 2024 through March 31, 2025
Ito-Yokado Co., Ltd.	230	
York-Benimaru Co., Ltd.	251	
Seven & i Food Systems Co., Ltd.	347	
THE LOFT CO., LTD.	147	
AKACHANHONPO CO., LTD.	133	
SHELL GARDEN CO., LTD.	24	
7-Eleven, Inc.	12,797	January 1, 2024 through December 31, 2024
Seven & i Create Link Co., Ltd	2	April 1, 2024 through March 31, 2025

- CO_2 emissions from energy use through the operations of five factories of York-Benimaru Co., Ltd. within Japan for the period of April 1, 2024 through March 31, 2025
- CO_2 emissions from energy use through the operations of four factories of K.K.Peace Deli within Japan for the period of April 1, 2024 through March 31, 2025
- CO_2 emissions from energy use through the operations of four offices (including the head office) and three directly-operated ATMs of Seven Bank, Ltd. for the period of April 1, 2024 through March 31, 2025
- CO_2 emissions from energy use through the operations of the head office and Training Center of Seven & i Holdings Co., Ltd. for the period of April 1, 2024 through March 31, 2025
- Effective September 1, 2025, Seven & i Food Systems Co., Ltd. changed its name to Denny's Japan Co., Ltd., and Seven & i Create Link Co., Ltd. changed its name to Create Link Co., Ltd.

2) Scope 3 Category 1 emissions:

- GHG emissions from following goods and services purchased by Seven-Eleven Japan Co., Ltd.:

Purchased goods and services	Reporting period covered
Goods sold at stores and Uniforms for store staff	March 1, 2024 through February 28, 2025
Packaging materials used at stores	April 1, 2024 through March 31, 2025

2. Methodology

Bureau Veritas conducted the verification in accordance with the requirements of the international standard 'ISO14064-3 (2019): Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements'.

As part of Bureau Veritas' assurance, the following activities were undertaken:

- Interviews with relevant personnel of Seven & i Holdings Co., Ltd. and the companies listed in "1. Scope of Verification" responsible for the identification and calculation of GHG emissions;
- Review of Seven & i Holdings Co., Ltd.'s and the companies' listed in "1. Scope of Verification" information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of a sample of source data to check accuracy of quantified GHG emissions.

3. Conclusion

Based on the verification work and processes followed, there is no evidence to suggest that the GHG emissions assertions shown below:

- are not materially correct and are not a fair representation of the GHG emissions from activities within the scope of work
- are not prepared in accordance with the methodology for calculating GHG emissions established and implemented by Seven & i Holdings Co., Ltd.

Verified greenhouse gas emissions		
Scope 1 174,894 t-CO_2	Scope 2 2,455,565 t-CO_2	Scope 3 Category 1 10,569,460 t-CO_2e

Ref: BVJ_25945649

【Statement of independence, impartiality and competence】
Bureau Veritas is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 190 years history in providing independent assurance services. No member of the verification team has a business relationship with Seven & i Holdings Co., Ltd., its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest. Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes.

Seven & i Holdings

Website: https://www.7andi.com/en/sustainability/

Group Environmental Data

Challenges		Unit	FY2022	FY2023	FY2024
CO_2 emissions*1		t-CO_2	2,685,885	2,604,781	2,630,459
	Scope 1	t-CO_2	114,083	106,818	174,894
	Scope 2	t-CO_2	2,571,802	2,497,963	2,455,565
Electricity consumption in store operations*2		GWh	7,295	7,207	7,403
Water usage in store operations*3		1,000m^3	34,524	36,539	33,561

*1 The data is the total for 12 companies: Seven-Eleven Japan (including Seven-Eleven Okinawa), Ito-Yokado (including York in FY2022), York-Benimaru, SHELL GARDEN, Akachan Honpo, THE LOFT, Denny's Japan, Peace Deli (in FY2024, the entire company was included in the scope for the first time; in FY2022 and FY2023, only the former IY Foods was included), Create Link (included starting in FY2024), Seven Bank, Seven & i Holdings, and 7-Eleven, Inc. (Sales of the 12 companies cover 98.9% of the Group's total sales.) For calculation conditions, please see environment-related data recorded in the data section of each operating company.
With respect to results of third-party verifications of CO_2 emissions, please refer to the "Greenhouse Gas Emissions Verification Statement."

*2 The data is the total for 10 companies, excluding Seven Bank and Seven & i Holdings from the companies covered in *1, and including the former IY Foods only. (Sales of the 10 companies cover 98.2% 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, Akachan Honpo, THE LOFT, Denny's Japan, the former IY Foods, and 7-Eleven, Inc. (Sales of the 9 companies cover 98.2% of the Group's total sales.)

Group Personnel Data (in Japan)*1

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*2		24,006
	Male	16,002
	Female	8,004
Part-time staff*3		35,609
	Male	7,200
	Female	28,409
Number of employees (full-time employees + part-time staff)		59,615
	Male	23,202
	Female	36,413
New graduate employees hired		476
	Male	245
	Female	231
Mid-career employees hired		220
	Male	139
	Female	81
Turnover (full-time employees)		1,531
	Male	996
	Female	535

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

		FY2022	FY2023	FY2024
Average length of service (full-time employees)		18 years 8 months	15 years 5 months	15 years 10 months
	Male	18 years 7 months	16 years 3 months	17 years 1 month
	Female	15 years 3 months	13 years 0 month	13 years 7 months
Number of employees who took childcare leave*4		1,117 (398)	1,233 (361)	1,122 (266)
(figures in parentheses represent part-time employees)	Male	150	255	247
	Female	967	978	875
Number of employees who took nursing care leave*4		96 (75)	77 (58)	61 (45)
(figures in parentheses represent part-time employees)	Male	9	14	12
	Female	87	63	49
Number of volunteer leave recipients		9	17	79
Percentage of female full-time employees		28.2%	32.2%	33.7%
Percentage of female officers	Corporate officer*5	13.9%	16.7%	14.7%
	Executive officer*6	15.7%	21.2%	17.0%
Number of female managers*7		2,659	2,921	2,724
	(percentage)	29.4%	29.6%	29.4%
	Division manager	98	101	109
	(percentage)	8.3%	8.3%	8.9%
	Section manager	636	786	834
	(percentage)	24.1%	27.3%	29.0%
	Team leader	1,925	2,034	1,781
	(percentage)	36.8%	35.3%	34.6%
Percentage of employees with disabilities*8		3.16%	3.26%	3.23%
Percentage of paid leave taken		55.9%	58.0%	58.7%
Full-time employee turnover rate		5.6%	5.3%	6.3%

*1 The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, Denny's Japan, THE LOFT, and Seven Bank. (Sales of the 8 companies cover 97.6% of the Group's total sales in Japan.)

*2 The figure includes 1,121 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. As of the end of May of the following fiscal year. Corporate 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. As of the end of May 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.

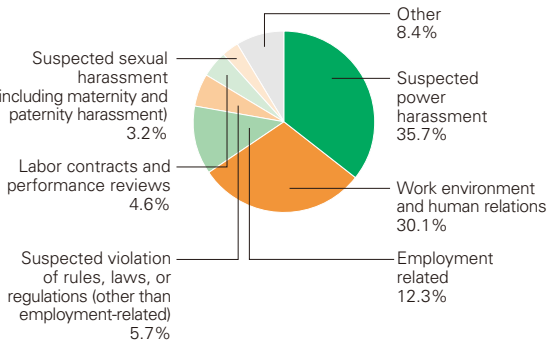
*8 The percentage for the fiscal year is as of June 1 of the following fiscal year.

Data from Groupwide Helplines for Employees

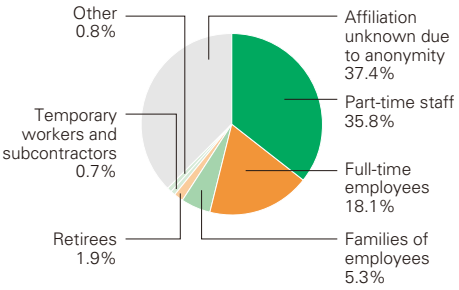
Seven & i Holdings has established the Groupwide Employee Helpline, the internal whistleblowing system for employees, with a third-party organization as a part of the group-wide internal controls to receive grievances and consultation requests from employees. This system applies to both employees of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

	FY2022	FY2023	FY2024
Number of reports	1,020	933	888

Breakdown of reports by category for FY2024
Reports received: 888
(down 4.8% from the previous fiscal year)



By user category



Seven-Eleven Japan Co., Ltd.

Website: https://www.sej.co.jp/csr.html (in Japanese / English)
Number of stores as of fiscal year ended February 28, 2025: 21,743 (including 191 Seven-Eleven Okinawa stores)

Create a livable society with local communities through various customer touchpoints

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Shopping Support				
	• 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)	• Mobile store Anshin Delivery: 145 vehicles in 41 prefectures • 7NOW: recommended for stores nationwide • Took action concerning new delivery options (drone and robot delivery)	○	• Mobile store Anshin Delivery: Expand new stores and areas with stores • 7NOW: implement mobile order functions, expand delivery networks, and expand service times
Implementing crime prevention measures for local communities				
	• Promotion of the Safety Station activities Provide a place for women and children to seek assistance, protect seniors, prevent special frauds (including bank fraud)	• Promotion of the Safety Station activities Women to seek assistance: 2,008 stores, 2,790 times or more Children to seek assistance: 1,349 stores, 1,969 times or more Protecting seniors: 4,993 stores, 9,243 times or more Prevention of special frauds (including bank fraud): 7,726 stores, 16,629 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				
	• Late-night security guard program Expand verification tests in preparation for implementation in FY2025	• Late-night security guard program Expand verification tests in preparation for implementation in FY2025	○	• Late-night security guard program Begin implementation in the second half of 2025

Provide safe, reliable, and healthier merchandise and services

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Building quality control systems				
	• NDF-FSMS certification system: 100% acquisition Acquisition of certification by factories where daily products are manufactured in Japan. After certification, perform maintenance audits and improve management systems	• NDF-FSMS certification system: 100% acquisition Acquisition of certification by factories where daily products are manufactured in Japan. After certification, perform maintenance audits and improve management systems	○	• NDF-FSMS certification system: 100% acquisition Acquisition of certification by 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 In addition to the 7 mandatory labeling items, original products also display the 21 recommended labeling items	• 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 specified ingredients, labelled equivalent items in all fresh foods	○	• 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 specified ingredients, label equivalent items in all fresh foods
Health and nutrition				
	• Sales of smoothies Expand stores that have introduced healthy and environmental-conscious smoothies	• Sales of smoothies Expanded stores that have introduced healthy and environmental-conscious smoothies	○	

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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Environmental management				
	• Achievement of 100% ISO 14001 certification rate for offices in Japan and directly-managed stores • Supply chain environmental management Acquire environmental management system certification with a focus on Eco Action 21 at domestic factories where daily products are manufactured	• Achievement of 100% ISO 14001 certification rate for offices in Japan and directly-managed stores • Supply chain environmental management Acquired environmental management system certification with a focus on Eco Action 21 at domestic factories where daily products are manufactured	○	• Achievement of 100% ISO 14001 certification rate for offices in Japan and directly-managed stores • Supply chain environmental management 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 32.8% to environmentally friendly materials	• Reduced petroleum-derived single-use plastics and switched 34.3% to environmentally friendly materials	○	• Reduce petroleum-derived single-use plastics and switch to environmentally friendly materials
Effective use of resources				
	• 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	• Installation of PET bottle collection machines: 4,268 stores in 41 Prefectures; total volume collected by PET bottle collection machines: 5,635 t • 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: 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 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	• Food waste recycling rate: 60.8% Expanded Eco Distribution whereby recommended waste disposal providers for franchisees in each region collect all waste from stores for appropriate processing and recycling • Expansion of products with longer-lasting freshness: increased the ratio of original daily products with sales deadlines of at least 24 hours to approximately 87%	○	• Increase food recycling rates Expand Eco Distribution whereby recommended waste disposal providers for franchisees in each region collect all waste from stores for appropriate processing and recycling • 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				
	• Deepening of scenario analysis and so on based on the TCFD recommendations • Introduction of energy-saving and energy-generation equipment at stores	• Deepening of scenario analysis and so on based on the TCFD recommendations • Introduction of energy-saving and energy-generation equipment at stores	○	• Deepening of scenario analysis and so on based on the TCFD recommendations • Introduction of energy-saving and energy-generation equipment at stores
Introduction of environmentally friendly packaging				
	• Reduce plastic usage by measures such as switching to top-seal type product containers and adopting paper containers • Increase the use of environmentally friendly materials (such as biomass, biodegradable, and recycled materials) for product containers	• Reduced plastic usage by measures such as switching to top-seal type product containers and adopting paper containers • Increased the use of environmentally friendly materials (such as biomass, biodegradable, and recycled materials) for product containers	○	• Reduce plastic usage by measures such as switching to top-seal type product containers and adopting paper containers • Increase the use of environmentally friendly materials (such as biomass, biodegradable, and recycled materials) for product containers
Sustainable procurement of raw materials				
	• Deepen analysis based on the TNFD recommendations • Continue support for Seven Café production areas • Continue handling certified products with guaranteed sustainability	• Deepened analysis based on the TNFD recommendations • Continue support for Seven Café production areas • Continued handling certified products with guaranteed sustainability	○	• Deepen analysis based on the TNFD recommendations • Continue support for Seven Café production areas • Continue handling certified products with guaranteed sustainability
Supply chain management				
	• Measures at domestic factories where daily products are manufactured CSR audits, human rights due diligence, prevention of occupational accidents • Conduct CSR audits at domestic distribution centers • Start CSR audits at overseas processing factories • Introduce environmentally friendly vehicles	• Measures at domestic factories where daily products are manufactured CSR audits, human rights due diligence, prevention of occupational accidents • Conducted CSR audits at domestic distribution centers • Started CSR audits at overseas processing factories • Introduced environmentally friendly vehicles	○	• Measures at domestic factories where daily products are manufactured CSR audits, human rights due diligence, prevention of occupational accidents • Conduct CSR audits at domestic distribution centers • Start CSR audits at overseas processing factories • Introduce environmentally friendly vehicles

Environmental Data

Challenges	Unit	FY2022	FY2023	FY2024
CO_2 emissions*1*2*3	t-CO_2	1,438,457	1,274,930	1,171,832
CO_2 emissions from store operations (per store)*1*3	t-CO_2	1,229,295 (56.4)	1,273,443 (57.0)	1,170,395 (51.9)
Electricity consumption in store operations (per store)*1*3	GWh (MWh)	2,910 (134)	2,935 (128)	2,996 (133)
Water usage in store operations*1*4	1,000m^3	12,313	12,433	12,692
Plastic bag usage per store (by weight)	t	0.35	0.32	0.29
Waste disposal (recycling rate)*5	t (%)	297,863 (67.1)	337,516 (62.8)	352,205 (65.1)
Food waste recycling rate*6	%	51.6	58.5	60.8

*1 The period of the calculations was from April to March.
*2 The data represents CO_2 emissions stemming from the use of energy for operation of stores, the Head Office, training center, etc.
*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 and other regions. 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Development of human resources				
	• Support systems for the acquisition of qualifications Increase the types of qualifications from 4 to 8 and enhance skills as business people	• Support systems for the acquisition of qualifications Accepted applications for 10 qualifications and certification exams	○	• Continue implementation of support systems for the acquisition of qualifications • Development of global human resources
Achieving a work-life balance				
	• Reduce overtime hours • Encourage the use of annual paid leave	• Reduced overtime hours • Encouraged the use of annual paid leave Percentage of paid leave taken by full-time employees: 67.2%	○	• 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				
	• Continue training targeting evaluators and evaluatees to promote understanding of the 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				
	• Improve the percentage of employees with disabilities • Improve the percentage of female managers (section manager) • Improve the percentage of male employees taking childcare leave • Reinforce measures to provide reasonable accommodations Introduce a parking permit system	• Improved the percentage of employees with disabilities Percentage of employees with disabilities: 2.73% (as of June 1, 2025) • Promotion of active participation of female employees • Percentage of male employees taking childcare leave: 58.8% • Reinforced measures to provide reasonable accommodations Installed "pointing sheets" at cash registers and distributed "Universal Etiquette Book" on the provision of reasonable accommodations at stores	○	• Improve the percentage of employees with disabilities • Improve the percentage of female managers (section manager) • Improve the percentage of male employees taking childcare leave • Reinforce measures to provide reasonable accommodations
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 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 continuously 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 Lent support through training to franchise store owners' work to teach their employees • Cash register customer support contest Held continuously 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 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

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

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		8,218
	Male	6,002
	Female	2,216
Part-time staff*2		3,147
	Male	1,524
	Female	1,623
Number of employees (full-time employees + part-time staff)		11,365
	Male	7,526
	Female	3,839
New graduate employees hired		114
	Male	72
	Female	42
Mid-career employees hired		29
	Male	25
	Female	4

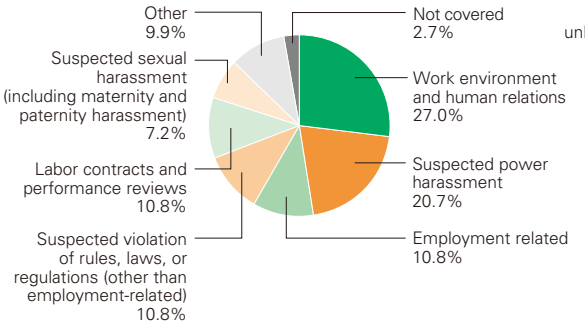
		FY2022	FY2023	FY2024
Average length of service (full-time employees)		12 years 9 months	13 years 0 month	13 years 6 months
Number of employees who took childcare leave*3		366 (2)	550 (3)	537 (4)
(figures in parentheses represent part-time employees)	Male	103	173	177
	Female	263	377	360
Number of employees who took nursing care leave*3		8 (0)	11 (0)	7 (0)
(figures in parentheses represent part-time employees)	Male	4	8	3
	Female	4	3	4
Number of volunteer leave recipients		1	2	11
Percentage of female officers	Corporate officer*4	16.7%	20.0%	11.5%
	Executive officer*5	–	23.1%	7.1%
Number of female managers		199	190	199
	(percentage)	20.6%	20.4%	21.1%
	Division manager	4	2	4
	(percentage)	2.8%	1.4%	3.0%
	Section manager	195	188	195
	(percentage)	23.7%	23.8%	24.0%
Percentage of employees with disabilities*6		2.59%	2.70%	2.73%
Percentage of paid leave taken by full-time employees		67.0%	67.6%	66.0%
Frequency rate of workplace accidents		1.75	1.53	0.78
Severity rate of workplace accidents		0.02	0.01	0.01

*1 The figure includes 154 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 the end of May of the following fiscal year. Corporate 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 the end of May of the following fiscal year. Excluding executive officers who also serve as directors.
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

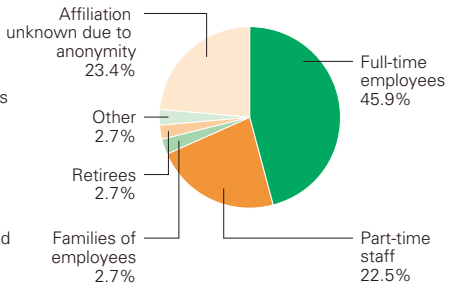
Data from Helpline for Employees

We strive to 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 FY2024 we identified the underlying causes of issues, implemented 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 FY2024
Reports received: 111
(down 31.1% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2024 Targets/Results and FY2025 Targets

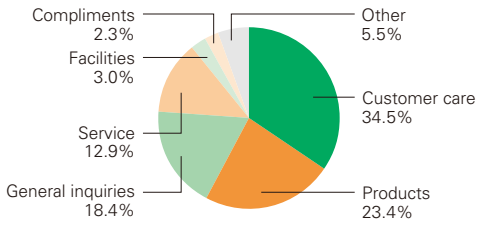
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Expanding the role as a form of social infrastructure				
	• Strengthen and expand cooperation with local governments through regional comprehensive partnership agreements • Expand digital services deeply involved in daily life such as government certificate issuance services • Develop products that can be produced locally for local consumption	• Strengthened and expanded cooperation with local governments through regional comprehensive partnership agreements Number of regional comprehensive partnership agreements: 247 municipalities • Number of local governments participating in government certificate issuance services: 1,358 • Developed products that can be produced locally for local consumption	○	• Strengthen and expand cooperation with local governments through regional comprehensive partnership agreements • 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

Seven-Eleven Japan established a customer support to develop and improve products and services from the customer's perspective at all times. The center receives approximately 156,000 opinions and requests annually by email and telephone and works to quickly make improvements in coordination with the relevant departments. Opinions and requests from customers and local community members are managed in accordance with the Act on the Protection of Personal Information and are shared with relevant departments and stores according to their content so that improvements can be made.

Breakdown of inquiries by category for FY2024
Inquiries received: 156,794
(up 0.7% from the previous fiscal year)



Disaster assistance

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Providing support for disasters				
	• 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	• 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Donation of products				
	• 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	• Donation of products to social welfare councils: Concluded 47 agreements concerning social welfare contribution activities through product donations • Food drives at stores: Implemented in 12 cities and 1 town	○	• 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

Ito-Yokado Co., Ltd.

Website: https://www.itoyokado.co.jp/company/iycsr/index.html (in Japanese)
Number of stores as of fiscal year ended February 28, 2025: 196

Create a livable society with local communities through various customer touchpoints

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Measures to support the elderly				
	• Training of dementia supporters · Conduct training in June and September, which are designated as Reinforcement Months · Plan to train 2,500 employees	• Training dementia supporters · Conducted training in June and September, which were designated as Reinforcement Months · Trained 1,116 employees, bringing the cumulative total to 19,327 (67.9% of all employees have undergone training)	×	• Training of dementia supporters ·Conduct training in June and September, which are designated as Reinforcement Months ·Plan to train 1,500 employees
Shopping Support				
	• Reform the Tokushimaru mobile supermarket business · From expansion of channels to sustainable business · Ratio of sole proprietors: 100%	• Transformed the Tokushimaru mobile supermarket business to a sustainable business · Ratio of sole proprietors: 100% achieved · 61 vehicles in operation	○	• Transform the Tokushimaru mobile supermarket business to a sustainable business · Increase average per-store daily sales · Improve loss rates · Reduce working hours
	• 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, expand in stages in the Kanto region, start handling pharmaceutical products Collaborate with nursing care facilities	• Overhauled the delivery business · OniGO Concluded a fundamental agreement on a capital and business tie-up with OniGO Co., Ltd. in November 2024 and relaunched the delivery business as the Ito Yokado online supermarket by ONIGO in February 2025 Details of main changes Special-purpose app launched Orders not only for the same day, but also for the next day and the day after that accepted Some deliveries performed by dedicated drivers	△	• Expand the delivery business · Online supermarket by ONIGO Expand the product lineup and the number of users to increase sales amounts while improving the rate of ordered items that are out of stock
Product lineup and provision services focused on senior customers				
	• 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	• Reinforced product lineup at Anshin Support Shops and developed new products · Developed hands-free shoes lineup for active seniors in the nursing care footwear field · Participated in the Orange Innovation Project and conducted product development with customers with dementia for launch in September 2025	○	• Develop new products at Anshin Support Shops · Launch products that reflect the opinions of customers with dementia as product development that supports even more seniors
	• Train counselors specialized in welfare equipment		×	• Develop the shopping environment · Enhance not just stores, but also digital catalogs and online shopping to develop shopping environments for customers who are unable to go to stores
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	• Continuously responded to requests for cooperation from local police stations	○	• Continuously respond to requests for cooperation from local police station
	• Expand in-store crime prevention drills to all companies and improve the ability to respond to suspicious persons in stores	• Conducted crime prevention drills in June and July. Lectures by police officers were also conducted at some stores	○	• Plan crime prevention drills to be conducted in June and July and conduct lectures by police officers at some stores
	• Conduct training on age verification when selling alcohol and tobacco	• The training department regularly issued notifications regarding age verification when selling alcohol and tobacco; no problems concerning sales to minors occurred	○	• The training department regularly issues notifications regarding age verification when selling alcohol and tobacco

Provide safe, reliable, and healthier merchandise and services

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Building quality control systems				
	• 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 improve the skill of employees involved in quality control	• Held hygiene management lectures during new manager training · 37 store managers and assistant store managers attended · 95 manager and chief class personnel attended · 70 personnel assigned to the headquarters attended • Held hygiene management lectures during new employee training · 52 new employees attended • Conducted food allergen labeling training during second-year staff training and department transfer training • Conducted training on preventing price labeling errors during individual delicatessen sections and manager meetings • Conducted HACCP training during new employee training and department transfer training	○	• 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 • Create a standardized cleaning manual for Ito-Yokado and York through collaboration by the QC department and the training department • Confirm training histories for hazardous equipment training and also training on preventing price labeling errors
Ensuring the quality and safety of products and services				
	• Verify store HACCP operations using external inspection agencies as well and take action to improve and entrench those operations using the PDCA cycle	• Conducted regular product inspection and swab testing by external inspection agencies. Provided hygiene guidance to stores based on the results	○	• Promote integration of Ito-Yokado and York store HACCP and in-store hygiene management rules. Verify using external inspection agencies as well and take action to improve and entrench those operations using the PDCA cycle
	• Inform stores about sanitation management and precautions concerning seasonal events and provide information to prevent food poisoning and other accidents in order to raise awareness (every two weeks)	• Issued warning information in the form of "QC information" every other week and as needed for a total of 29 times	○	• Periodically issue information to stores and issue warnings (every two weeks) to prevent food poisoning, labeling errors, and other problems
	• 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	• Number of factory confirmations conducted by quality control personnel: 100 factories	○	• Have quality control personnel conduct systematic supplier factory 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				
	• Curtail the use of food additives and promote the reduction of unnecessary additives with a focus on group-wide products	• Curtailed the use of food additives and promoted development of products that minimize the use of additives as much as possible with a focus on broths at Peace Deli factories	○	• Curtail the use of food additives and promote the reduction of unnecessary additives with a focus on Peace Deli
	• Development and sales targets of boxed lunches that take health into consideration under the supervision of national registered dietitian: two items, 300,000 packs sold	• Development and sales targets of boxed lunches that take health into consideration under the supervision of national registered dietitian: two items, approximately 301,500 packs sold	○	• Development and sales targets of boxed lunches that take health into consideration under the supervision of national registered dietitian: two items, 300,000 packs sold
	• Collaborate with local governments to conduct food education and health awareness activities	• Developed healthy boxed lunches in collaboration with Tokyo's Edogawa City and Sagami Women's University and sold 500 packs. Also conducted food education for local customers and employees	○	• Collaborate with local governments to conduct food education and health awareness activities

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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Improving energy efficiency and introducing renewable energy				
	• 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, resulting in a total of 21 stores using renewable energy • Encourage water conservation · Investigate installation of water-saving facilities in work areas · Expand use of waterless urinals: 31 stores	• Reinforced energy saving · Updated lighting to LEDs: 16 stores · Converted rooftop tower lighting to LEDs: 56 stores · Considered introducing AI-controlled air conditioning • Expanded use of renewable energy · Installed solar panels on store rooftops: 3 stores · Considered installing solar carports · Expanded off-site PPA: Renewable energy used at 10 Ario stores and 11 GMS stores (including the west and east buildings of the Musashisakai store) for a total of 21 stores • Encouraged water conservation · Investigated installation of water-saving facilities in work areas · Expanded use of waterless urinals: 31 stores	× ○ × × × ○ ○ ○	• Reinforce energy saving · Update lighting to LEDs: 16 stores · Consider converting rooftop tower lighting to LEDs · Introduce AI-controlled air conditioning: 35 stores • Expand use of renewable energy · Install solar panels on store rooftops: 13 stores · Install solar carports: 2 stores · Expand off-site PPA: Collaborate with Seven & i Energy Management to use renewable energy at 6 stores in the Kanto region and 2 stores in the Chubu region for a total of 8 stores • Encourage water conservation · Investigate installation of water-saving facilities in work areas · Consider expanding use of waterless urinals
Reducing waste and developing a circular economy				
	• Reduce food loss and waste · Food loss: 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: 400 items	• Reduced food loss and waste · Food loss: down by 47.7% from FY2013 · Food waste recycling rate: 74.3% · Used waste scales · Plastic bag rejection rate: 81.7% • Promoted a circular economy · Encouraged in-store collection of PET bottles · Food drives: Conducted at 92 stores · Cooperated with local governments and suppliers to encourage collection of unused resources · Collection of household food oil: Conducted at 62 stores • Continued publicity of down feathers collection measures · Collection: 641 items (519 down futons and 122 down jackets)	○ ○ ○ △ ○ △ ○ ○ ○	• Reduce food loss and waste · Food loss: down by 44.6% from FY2013 * Initial plan · Food waste recycling rate: 75.0% · Use waste scales · Plastic bag rejection rate: 82% • Promoting a circular economy · Encourage in-store collection of PET bottles · Food drives: Conduct at 143 stores · Cooperate with local governments and suppliers to encourage collection of unused resources · Collection of household food oil: Conduct at all Ito-Yokado and York stores • Continue publicity of down feathers collection measures · Collection: 450 items
Sustainable procurement of raw materials				
	• Agricultural products · Percentage of sustainable raw materials in original products: 46% · Encourage acquisition of GAP instructor certification • Livestock products · Percentage of sustainable raw materials in original products: 35% · Continue sales of JGAP-certified domestic beef, domestic pork, eggs, etc. • Seafood · Percentage of sustainable raw materials in original products: 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	• Agricultural products · Percentage of sustainable raw materials: 45% · Encouraged acquisition of GAP instructor certification • Livestock products · Percentage of sustainable raw materials: 31% · Continued sales of JGAP-certified domestic beef, domestic pork, eggs, etc. • Seafood · Percentage of sustainable raw materials: 63% · Expanded sales of MEL-certified "Fresh Fish with Traceability" products to 14 fish varieties · Obtained ASC CoC certification at Peace Deli factories. Labeled sashimi and fillets to encourage sales	△ ○ △ ○ ○ ○	• Agricultural products · Percentage of sustainable raw materials: 80% · Encourage acquisition of GAP instructor certification • Livestock products · Percentage of sustainable raw materials: 37% · Continue sales of JGAP-certified domestic beef, domestic pork, eggs, etc. • Seafood · Percentage of sustainable raw materials: 65% · Continue selling MEL-certified "Fresh Fish with Traceability" products · Obtain ASC CoC certification at Peace Deli factories. Label sashimi and fillets to encourage sales

Environmental Data

Challenges	Unit	FY2022	FY2023*1	FY2024
CO_2 emissions*2*3*4	t-CO_2	292,885	310,202	240,151
CO_2 emissions from store operations*2*4 (Environmental impact index*4)	t-CO_2	292,866 (109)	310,200	239,939
Electricity consumption in store operations*2	GWh	570	668	622
Water usage in store operations*2	1,000m^3	4,633	4,996	4,255
Plastic bag usage (turndown rate) at all the sales floors*5	t (%)	578 (80.9)	654 (81.6)	511 (81.7%)
Waste disposal*2	t	94,410	89,359	77,967
Food waste recycling rate*2	%	68.1	72.0	74.3

*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 CO_2 emissions stemming from the use of energy for operation of stores and the Head Office.
*4 CO_2 emissions were calculated according to the Seven & i Holdings Group-Wide CO_2 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 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 and requests in the improvement of services and operations · Deepen collaboration with local governments	• Maternal and childcare counseling service · Number of implementing stores: 95 · Number of consultations: more than 120,000 · Conducted customer questionnaires and reflected points of satisfaction and requests in the improvement of facilities, services, and operations · Implemented measures to hold childcare support events aimed at raising awareness of consultation offices and improving customer satisfaction, increasing the number of events by approximately 1.6 times from the previous year. In addition to individual store events that leveraged consultants' skills, also conducted collaborative events with Akachan Honpo and local governments and conducted human rights and SDGs events	○	• Maternal and childcare counseling service · Raise satisfaction of individuals who need to consult · Raise awareness of the consultation offices · Encourage responses to customer questionnaires not only by customers, but also by employees to collect a wide range of opinions. Analyze the responses and reflect them in improvements to facilities, services, and operations · Reinforce collaboration with organizations and agencies such as Akachan Honpo and local governments to deepen childcare support
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	• Collaborated with local schools to hold work-experience programs at 134 stores	○	• Collaborate with local schools to hold work-experience programs
	• Increase stores conducting work-experience programs for children	• Conducted work-experience programs for children at all Ito-Yokado stores and 8 York stores	○	• Expand work-experience programs for children at York stores
	• Collaboration with local communities and schools to develop products and services that incorporate the opinions of children	• Collaboration with local communities and schools to develop products and services that incorporate the opinions of children · Developed 6 items, including socks, school bags, and stationary, by incorporating feedback from elementary school students at 2 schools in Tokyo's Suginami City and Taito City · Marked the 70th anniversary of the founding of the Sagamihara City municipal government by selling boxed lunches designed by local elementary school students · Sold bread designed by high school students in Yachiyo City, Chiba Prefecture	○	• 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Diversity and Inclusion				
	• Female management employees · Division manager: 13% · Section manager: 20% · Team leader: 30%	• Female management employees · Division manager: 11.9% · Section manager: 15.8% · Team leader: 28.5%	×	• Female management employees · Division manager: 13% · Section manager: 20% · Team leader: 30%
	• Percentage of male employees taking childcare leave: 100%	• Percentage of male employees taking childcare leave: 80.4% (employees whose spouses gave birth during the fiscal year)	×	
	• Retirements resulting from need to provide family care: 0	• Retirements resulting from need to provide family care: 1	×	• Retirements resulting from need to provide family care: 0 • Respond to human capital disclosure requirements • Promote and retain female employees in management positions • Hold sharing sessions for participants in women's empowerment training • Encourage both male and female employees to take childcare leave
Occupational safety and health				
	• Promote Health Declaration NEXT · Re-set BMI value targets: Percentage of employees with BMIs of 25 or higher: men 35%, women 25% · Percentage of employees who improve exercise habits: men 62%, women 53% · Rate of secondary health checkups: 70%	• Promoted Health Declaration NEXT · Percentage of employees with BMIs of 25 or higher: men 37.7%, women 28.4% · Percentage of employees who improve exercise habits: men 64.2%, women 55.2% · Rate of secondary health checkups: 70.7%	△	• Promoted Health Declaration NEXT · Percentage of employees with BMIs of 25 or higher: men 36.7%, women 27.4% · Percentage of employees who improve exercise habits: men 65.2%, women 56.2% · Rate of secondary health checkups: 100% • Encourage participation in the "Every Weight, Every Walk" year-round health insurance program
Support for the enhancement of employee skills				
	• Raise use rate of online learning tools that provide learning opportunities	• Online training course completion rate: 34.4% (up 3.9% from the previous fiscal year)	△	• Raise use rate of online learning tools that provide learning opportunities
	• Expand rank-based voluntary training	• The acceptance rates for open training varied significantly, at 90% in delicatessen department and 15% to 25% in other departments	△	• Clarify learning standards for each level and rebuild open training. Improve systems tailored to departmental characteristics
	• Conduct voluntary optional training before employees assume new positions	• Skill enhancement training before assuming a new position: 118 employees participated in 8 courses	△	• In conjunction with the introduction of a career plan declaration system, expand voluntary training for employees who want to enhance their careers
Effective use of diverse human resources				
	• Percentage of employees with disabilities: 3.25%	• Percentage of employees with disabilities: Ito-Yokado brand stores 3.57%; York brand stores 2.79%; total 3.43%	○	• Percentage of employees with disabilities: 3.50% (total of Ito-Yokado brand stores and York brand stores)
	• Inform partner company employees about online educational tools and increase utilization rates	• Online education for partner company employees: 172 applicants with an average of 4.8 videos taken (up 25.8% from the previous fiscal year)	○	
	• Add Myanmar to countries from which trainees are accepted. Assign trainees to fresh food departments and expand opportunities	• Increased foreign technical intern trainees assigned to fresh fish section	○	• Increase the number of stores where foreign technical intern trainees are assigned to the delicatessen section or fresh fish section, further expanding opportunities for them • Hold sustainability events • Increase the use of simple sign language
Development of ideal working environment				
	• Conduct monthly Work Environment Review Meetings and promptly address issues on the spot	• Ensured 100% implementation of Work Environment Review Meetings and safety and health committees at each store	○	• Ensure 100% implementation of Work Environment Review Meetings and safety and health committees at each store
	• Improve issues identified through engagement surveys	• Promoted activities at each store and department that lead to improved customer satisfaction and enhanced engagement and commended outstanding initiatives	○	• Change the activities of Engagement Improvement Committees from top-down to bottom-up, with each store and department examining and promoting activities that strengthen engagement on their respective units
	• Conduct stress checks once each year and establish permanent counseling rooms	• Publicized the counseling system available at counseling rooms	○	• Publicize the counseling system available at counseling rooms
	• Conduct appropriate communications through periodic harassment and self-care training	• Used to display of customer harassment prevention posters as an opportunity to provide harassment and self-care training and raise awareness	○	• Use to display of customer harassment prevention posters as an opportunity to provide harassment and self-care training and raise awareness

Personnel Data

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

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		5,464
	Male	3,831
	Female	1,633
Part-time staff*2		15,174
	Male	2,778
	Female	12,396
Number of employees (full-time employees + part-time staff)		20,638
	Male	6,609
	Female	14,029
New graduate employees hired		105
	Male	49
	Female	56
Mid-career employees hired		29
	Male	24
	Female	5

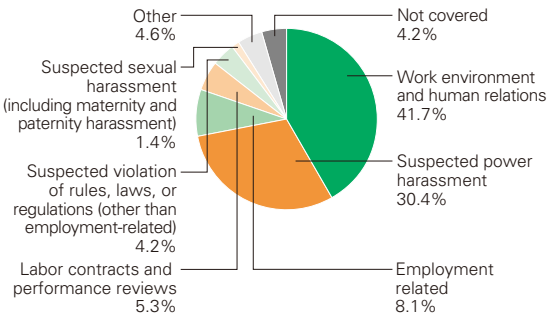
		FY2022	FY2023	FY2024
Average length of service (full-time employees)		24 years 0 month	22 years 5 months	21 years 8 months
Number of employees who took childcare leave*3		164 (103)	252 (147)	203 (110)
(figures in parentheses represent part-time employees)	Male	8	27	22
	Female	156	225	181
Number of employees who took nursing care leave*3		34 (31)	36 (35)	25 (24)
(figures in parentheses represent part-time employees)	Male	2	3	3
	Female	32	33	22
Number of volunteer leave recipients		6	12	25
Percentage of female officers	Corporate officer*4	19.0%	16.7%	13.6%
	Executive officer*5	-	33.3%	23.1%
Number of female managers*6		699	887	603
	(percentage)	28.4%	26.8%	14.3%
	Division manager	23	38	39
	(percentage)	10.8%	11.3%	11.9%
	Section manager	58	105	89
	(percentage)	16.2%	16.4%	15.8%
	Team leader	618	744	475
	(percentage)	32.8%	31.8%	28.5%
Percentage of employees with disabilities*7		3.41%	3.43%	3.39%
Percentage of paid leave taken by full-time employees		53.4%	42.4%	38.5%
Frequency rate of workplace accidents		2.04	2.53	2.96
Severity rate of workplace accidents		0.06	0.08	0.11

*1 The figure includes 582 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 the end of May of the following fiscal year. Corporate 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 the end of May 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.

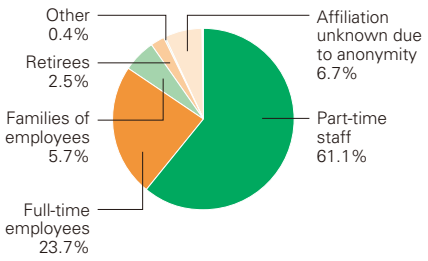
Data from Helpline for Employees

Although the number of consultations in FY2024 showed a declining trend compared to the previous fiscal year, the proportion of harassment-related consultations remained high. We will continue to conduct periodic training on harassment for management employees and encourage effective workplace communication in an effort to create productive work environments.

Breakdown of reports by category for FY2024
Reports received: 283
(down 24.5% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2024 Targets/Results and FY2025 Targets

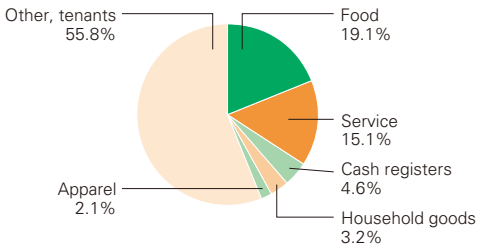
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Responding sincerely to customers' opinions				
	• Provide services that take into consideration changes in social conditions and convenience to customers	• Provided services that took into consideration changes in social conditions and convenience to customers	△	• 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 complaints regarding customer service: 20% reduction over the previous fiscal year	○	• Number of complaints regarding customer service: 20% reduction over the previous fiscal year
	• Number of compliments: same level as the previous fiscal year	• Number of compliments: same level as the previous fiscal year	○	• Number of compliments: up 20% from the previous fiscal year
Understanding customer needs				
	• Continue implementation of in-store surveys by lifestyle advisors at 16 stores	• Continued implementation of in-store surveys by lifestyle advisors at 16 stores	○	• Consider adding York stores to stores subject to in-store surveys by lifestyle advisors
	• Continue implementation of market research by lifestyle advisors	• Continued implementation of market research by lifestyle advisors	○	• Continue implementation of market research by lifestyle advisors

Data from Customer Support

The total number of inquiries received in FY2024 decreased to 83% 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 75% 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. Customer harassment prevention measures became legally mandated in June 2025, and we are communicating our stance on harassment both internally and externally and taking action to improve the work environment for employees.

Breakdown of inquiries by category for FY2024
Inquiries received: 22,797
(down 17.2% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Strengthening enactment of Business Partner Action Guidelines				
	• Disseminate compliance with the Business Partner Sustainable Action Guidelines · Raise awareness of CSR in product production processes through collaboration among merchandisers, business partners, and factories	• Increased compliance with the Business Partner Sustainable Action Guidelines · Raised awareness of CSR through collaboration among Product Support Department, business partners, and factories	○	• Disseminate the Business Partner Sustainable Action Guidelines · Implement briefing sessions with merchandisers including senior merchandisers, business partners, and factories to ensure thorough compliance with the guidelines
	· Reinforce confirmation of pre-audit factories and communication by representative offices · Perform comprehensive analysis of excellent factories and factories with issues and share best practices	· Communication by representative offices with factories spread, significantly improving the points indicated in basic items	○	· Implement best practices relating to apparel at food factories
	· Excellent factories: at least 30%; factories subject to re-audit: 0	· Excellent factories: 21.9%; factories subject to re-audit: 0	○	· Excellent factories: at least 30%; factories subject to re-audit: 0
Promoting solutions to regional issues in collaboration with local governments				
	• 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	• Contributed to solving local issues based on partnership agreements with local governments · Concluded a new agreement with 1 local government, bringing the total to 85 · Terminated agreement with 1 local government due to a store closure	×	• Contribute to solving local issues based on partnership agreements with local governments

Disaster assistance

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Providing support for disasters				
	• Review disaster agreement with local governments according to regional conditions	• Terminated and reviewed disaster agreements in conjunction with store closures	○	
	• Revise business continuity plans, inform employees, and conduct disaster preparedness drills	• Formulated BCP and reviewed various countermeasure documents	○	• Build BCP systems to ensure that key business operations are not interrupted or can be quickly restored in the event of an emergency situation. Also, identify risks to the company and consider countermeasures. Implement PDCA to enhance accuracy
	• Collaborate with respective government agencies and local governments on disaster responses (exchange opinions, participate in drills)	• Exhibited at disaster preparedness fairs held in Sumida City of Tokyo and Sugito Town and Ageo City of Saitama Prefecture, introducing our company's disaster preparedness initiatives	○	• Expand conclusion of disaster agreements

Social Contribution Activity

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Social contribution activity				
	• Play a role in linking customers with social issues through fund collection drives at registers and other measures · Change fundraising topics every 3 months to address a variety of issues	• Played a role in linking customers with social issues through fund collection drives at registers and other measures · Changed fundraising topics every 3 months to address a variety of issues Total donations: 20,985,148 yen (90.2% compared to the previous fiscal year)	○	• Play a role in linking customers with social issues through fund collection drives at registers and other measures · Change fundraising topics every 3 months to address a variety of issues
	· Investigate new methods of fundraising using self-checkout registers	· Installation of donation boxes suitable for self-checkout registers was considered, but testing was not implemented due to cost considerations	△	· Consider installation of new donation boxes at self-checkout registers
	· Reinforce collaboration with donation recipients and expand customer participation in solutions to social problem	· Implemented fund raising awareness events to increase customer participation in solutions to social problems	○	· Reinforce collaboration with donation recipients and expand customer participation in solutions to social problems
	• 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	• Cooperation in blood drives · Cooperated with the Japan Red Cross to invite blood donation buses to vacant spaces at stores and encouraged customers to donate blood Implemented at 33 stores with 13,340 persons donating blood	○	• 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	· Number of employees who cooperated with blood drives: 12	○	· 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 · Collection of Bellmark at service counter: cumulative total of approximately 22 million points	• Continued support the education of children nationwide through the Bellmark Kizuna Project · In-store collection of Bellmark: 2.86 million points (317% compared to the previous fiscal year), cumulative total of approximately 21.44 million points	△	• Continue support the education of children nationwide through the Bellmark Kizuna Project · In-store collection of Bellmark: 3 million points, cumulative total of approximately 24.44 million points

York-Benimaru Co., Ltd.

Website: https://yorkbenimaru.com/company/mecenat/ (in Japanese)
Number of stores as of fiscal year ended February 28, 2025: 248

Create a livable society with local communities through various customer touchpoints

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 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				
	• Cooperate in the "Kodomo 110 Ban no Mise" initiative at new stores as well	• Continued to cooperate 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Ensuring the quality and safety of products and services				
	• Sales for private-brand three-star vegetables/fruits (existing stores): up 2.5% from the previous fiscal year	• Sales for private-brand three-star vegetables/fruits (existing stores): up 7.9% from the previous fiscal year	○	• Sales for private-brand three-star vegetables/fruits (existing stores): up 4.6% from the previous fiscal year
Maintaining more customer-friendly and reliable stores and facilities				
	• 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	• 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Improving energy efficiency and introducing renewable energy				
	• Electricity consumption (existing stores): down 4.2% from the previous year • Installation of solar power generation facility: 31 stores	• Electricity consumption (existing stores): down 2.8% from the previous year • Installation of solar power generation facility: 28 stores	○ △	• Electricity consumption (existing stores): down 4.3% from the previous year • Installation of solar power generation facility: 12 stores

Environmental Data

Challenges	Unit	FY2022	FY2023	FY2024
CO_2 emissions*1*2*3	t-CO_2	199,501	164,865	145,525
CO_2 emissions from store operations (per store)*1*3	t-CO_2	158,269 (638)	143,986 (578)	127,235 (507)
Electricity consumption in store operations*1	GWh	325	317	302
Water usage in store operations*1*4	1,000m^3	1,254	1,291	1,301
Plastic bag usage (turndown rate) at the food section	t (%)	291 (82.5)	289 (83.1)	286 (83.3)
Waste disposal (recycling rate)*1	t (%)	57,521 (61.6)	48,423 (71.8)	43,577 (60.8)
Food waste recycling rate*1	%	71.5	73.2	77.6

*1 The period of the calculations was from April to March.
*2 The data represents CO_2 emissions stemming from the use of energy for operation of stores, the Head Office, training center, and food factories.
*3 CO_2 emissions were calculated according to the Seven & i Holdings Group-Wide CO_2 Emissions Calculation Manual.
*4 Due to a change in the scope of aggregation, figures for FY2022 and FY2023 have been changed.

Improve work engagement and environment for people working in Group businesses

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Development of human resources				
	• Ongoing initiative: establish and add educational opportunities where participants can personally choose the training they want (U-CAN correspondence courses, GLOBIS Manabi-Hodai service, etc.)	• Continued to offer GLOBIS Manabi-Hodai service and U-CAN correspondence courses. The number of participants increased, and recognition as an educational opportunity is spreading	○	• Create an environment where participants can learn independently Career plans for advancement by women WBC training (U-CAN correspondence courses) GLOBIS Manabi-Hodai service
	• Technical certification: beginner (475 employees), intermediate (229 employees), advanced (104 employees)	• Technical certification: beginner (547 employees), intermediate (443 employees), advanced (145 employees)	○	• Technical certification: beginner (387 employees), intermediate (361 employees), advanced (148 employees)
	• Train order placement technicians (selling price): intermediate (260 employees), Advanced (48 employees)	• Train order placement technicians (selling price): intermediate (357 employees), Advanced (32 employees)	△	• Train order placement technicians (selling price): intermediate (274 employees), Advanced (66 employees)
	• Ongoing initiative: supervisor and store manager communications training (communication skill enhancement) Action plan: twice in 4 departments for supervisors; once for 3 managers of 3 stores + 7 departments x 14 zones	• Conducted in-store communications training as planned. In addition, the Women's career Build Up Curriculum (WBC) training was conducted with the aim of promoting the advancement of women, and employees worked toward acquiring dietary advisor qualifications	○	• Store manager communication skill Action plan: 3 managers of stores + 7 departments x 14 zones Practice rigorous compliance Enhance prevention of employee separation and employee engagement
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): 10.8 days	○	• Annual number of paid leave days taken (full-time employees): 11 days
Assuring occupational safety and health				
	• Number of lost working hours per year: down 10% from the previous year	• Number of lost working hours per year: up 0.4% 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: 35.0% (40.0% on the section manager and team leader level)	• Percentage of female managers: 34.4% (39.4% 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

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

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		5,393
	Male	3,251
	Female	2,142
Part-time staff*2		8,813
	Male	1,113
	Female	7,700
Number of employees (full-time employees + part-time staff)		14,206
	Male	4,364
	Female	9,842
New graduate employees hired		133
	Male	90
	Female	43
Mid-career employees hired		0
	Male	0
	Female	0

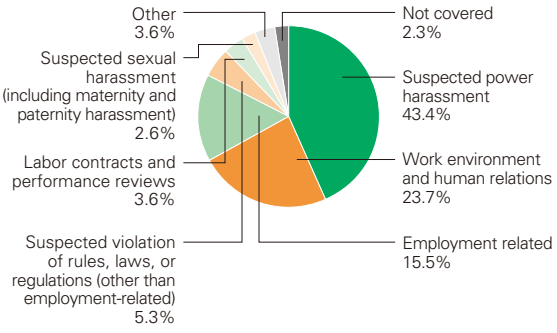
		FY2022	FY2023	FY2024
Average length of service (full-time employees)		15 years 0 month	14 years 0 month	14 years 7 months
Number of employees who took childcare leave*3		170 (152)	164 (104)	149 (47)
(figures in parentheses represent part-time employees)	Male	1	7	5
	Female	169	157	144
Number of employees who took nursing care leave*3		37 (35)	10 (9)	21 (17)
(figures in parentheses represent part-time employees)	Male	2	0	5
	Female	35	10	16
Number of volunteer leave recipients		NA	NA	NA
Percentage of female officers	Corporate officer*4	4.0%	4.3%	5.6%
	Executive officer*5	-	9.1%	11.1%
Number of female managers*6		1,110	1,135	1,144
	(percentage)	33.7%	34.2%	31.5%
	Division manager	33	41	39
	(percentage)	6.5%	7.9%	7.6%
	Section manager	210	315	354
	(percentage)	35.7%	45.9%	48.4%
	Team leader	867	779	751
	(percentage)	39.4%	36.9%	36.2%
Percentage of employees with disabilities*7		3.11%	2.90%	3.32%
Percentage of paid leave taken by full-time employees		47.6%	49.7%	57.1%
Frequency rate of workplace accidents		2.38	2.25	6.95
Severity rate of workplace accidents		0.13	0.11	0.13

*1 The figure includes 105 persons reemployed after mandatory retirement.
*2 Monthly average, with 8 hours/day counted as one employee. Including contractual employees.
*3 Persons who took such leave in the applicable fiscal year. (Takers continuing leave from the previous year + new takers of leave)
*4 The percentage of female corporate officers is as of the end of May of the following fiscal year. Corporate 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 the end of May 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.

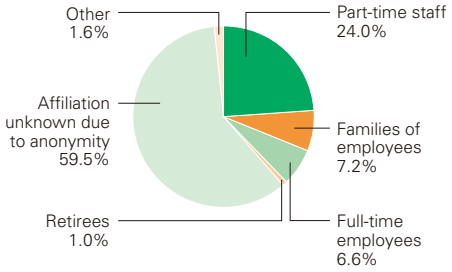
Data from Helpline for Employees

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

Breakdown of reports by category for FY2024
Reports received: 304
(up 45.5% from the previous fiscal year)



By user category

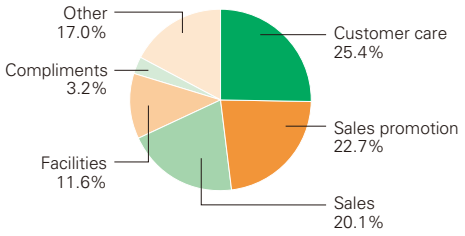


Create an ethical society through dialogue and collaboration with customers

Data from Customer Support

As an initiative to listen to our customers' voice and respond to every one of them, we share examples of customer service at each store with all our stores. Our stores and the Head Office 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 FY2024
Inquiries received: 3,212
(down 5.6% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Community support				
	• Continue blood donation activities	• Continued blood donation activities	○	• Continue blood donation activities

Disaster assistance

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Providing support for disasters				
	• Positively consider any requests by administrative authorities for the conclusion of disaster management agreements, etc.	• Number of regional comprehensive partnership agreements: 3 administrative authorities (Kitakata City, Watari Town, Tamura City); number of disaster management agreements: 3 administrative authorities (Oyama City, Moriya City, Tanagura Town)	○	• Positively consider any requests by administrative authorities for the conclusion of disaster management agreements, etc.

Akachan Honpo Co., Ltd.

Website: https://www.akachan.jp/company/csr/ (in Japanese)
Number of stores as of fiscal year ended February 28, 2025: 127(including 5 franchise stores)

Provide safe, reliable, and healthier merchandise and services

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Ensuring the quality and safety of products and services				
	• Total product return rate: down at least 10% compared to the previous fiscal year • Work to prevent product-related accidents by identifying their root causes and taking countermeasures	• Total product return rate: down 0.7% compared to the previous fiscal year *FY2023: 218,313 (out of which 158,735 were non-defective) FY2024: 216,832 (out of which 162,111 were non-defective) • Number of defective lots for private-brand products: down 14.3% compared to the previous fiscal year *FY2023: 7 cases; FY2024: 6 cases	△	• Total product return rate: down at least 10% compared to the previous fiscal year • Work to prevent product-related accidents by identifying their root causes and taking countermeasures
Maintaining more customer-friendly and reliable stores and facilities				
	• Introduce a new type of maternity chair at new stores and renovated properties	• Introduced maternity chairs	○	• Introduce a new type of maternity chair at future new stores and renovated properties
Providing appropriate information				
	• Continue to communicate information on a weekly basis by the Compliance Subcommittee (legal affairs and quality control) at Product Division meetings • Update information publicly released on the website	• The Compliance Subcommittee (legal affairs and quality control) communicated information on topics that merit attention at monthly meetings • Updated information publicly released on the website	○	• Continue to communicate information on a weekly basis by the Compliance Subcommittee (legal affairs and quality control) at Product Division meetings • Update information publicly released on the website

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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Improving energy efficiency and introducing renewable energy				
	• LED lighting: replace at 5 stores (reduction of approximately 50 t-CO_2)	• LED lighting: replaced at 9 stores (reduction of approximately 54.38 t-CO_2)	○	• LED lighting: replace at 2 stores (reduction of approximately 22.0 t-CO_2) • Air conditioning: replace at 2 stores (reduction of approximately 14.4 t-CO_2) • Procurement of renewable energy: introduce at 20 stores (reduction of approximately 741.1 t-CO_2)
Reducing waste and developing a circular economy				
	• Plastic bag turndown rate: 85%	• Plastic bag turndown rate: 81.7%	△	• Plastic bag turndown rate: 83%
Raising environmental awareness among employees				
	• Continue to raise employee environmental awareness using internal newsletters (issued 4 times annually) • Participate in group-linked projects and raise awareness among all employees through sharing information internally	• Published environment-related initiatives 3 times in internal newsletters • Participated in group projects and worked on raising awareness across the company	△	• Raise environmental awareness using internal newsletters (issued 4 times annually) • Share sustainability activities at store manager meetings

Environmental Data

Challenges	Unit	FY2022	FY2023	FY2024
CO_2 emissions*1*2*3	t-CO_2	12,567	11,659	9,630
CO_2 emissions from store operations (per store)*1*3	t-CO_2	12,420 (100)	11,110 (89)	9,008
Electricity consumption in store operations*1	GWh	24	22	24
Water usage in store operations*1	1,000m^3	13.4	11.3	10.1
Plastic bag turndown rate	%	83.2	82	81.7

*1 The period of the calculations was from April to March.
*2 The data represents CO_2 emissions stemming from the use of energy for store operation, the Head Office, and Group company's distribution centers.
*3 CO_2 emissions were calculated according to the Seven & i Holdings Group-Wide CO_2 Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 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: 19 Number of maternity advisors with updated certification: 150 Total of 169 maternity advisors *Not placed at 24 out of 127 stores • Inter-store exchange among fellow maternity advisors was conducted by holding maternity advisor roundtables every month • Actively held individual consultation sessions to handle expectant and nursing customer concerns at stores • Reported on the above initiatives at store manager meetings once every 6 months to promote understanding of the role and purpose of placing maternity advisors in stores and the value they create	△	• Report once every 6 months to department managers on initiatives to promote understanding of the role and purpose of placing maternity advisors in stores and the social and economic value they create • Bolster education and training to further enhance the quality of maternity advisors

Improve work engagement and environment for people working in Group businesses

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Development of human resources				
	• 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)	• Aimed to place at least 1 employee that is qualified as a holder of internal certification at all stores, but was unable to, with 16 stores without an advisor still remaining despite a decrease in those stores	△	• Place at least 1 employee in all stores that is qualified as holder of internal certification and improve their skill by holding workshops for each certification (with training to be conducted once for each certification)
	• Improve support system for passing of external qualifications (utilized by 181 employees as of June 2024)	• Aimed to improve support system for passing of external qualifications, but the number of employees who used the support system did not grow significantly, standing at 189 as of June 2025	△	• Improve support system for passing of external qualifications (utilized by 189 employees as of June 2025)
Implementing fair assessment and treatment of employees				
	• Percentage of employees who take leave: 100%	• Percentage of employees who took leave: 100%	○	• Percentage of employees who take leave: 100% • Hold interviews to provide feedback on evaluations on work performance at a rate of 100%
Achieving a work-life balance				
	• Monthly overtime per person: less than 7 hours	• Monthly overtime per person: 7.7 hours	△	• Monthly overtime per person: less than 7 hours • Hold reinstatement interviews to facilitate employees' return to work after they take childcare leave (Achieve a holding rate of such interviews of at least 80% and maintain it) • Expand recognition of the system that allows employees to shorten their designated working hours up to 5.5 hours until the time their child completes the 3rd grade in elementary school and increase the number of usage cases for that system
Effective use of diverse human resources				
	• Stores without a part-time leader: 0 • Percentage of female managers: 30%	• Newly certified part-time leaders in 2024: 41 Stores without a part-time leader: 6 • Percentage of female managers: 27.4%	△	• Stores without a part-time leader: 0 • Percentage of female managers: 30%
Assuring occupational safety and health				
	• Number of accidents at work: less than 30	• Number of accidents at work: 22	○	• Number of accidents at work: less than 25

Personnel Data

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

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		924
	Male	469
	Female	455
Part-time staff*2		1,190
	Male	69
	Female	1,121
Number of employees (full-time employees + part-time staff)		2,114
	Male	538
	Female	1,576
New graduate employees hired		65
	Male	14
	Female	51
Mid-career employees hired		20
	Male	7
	Female	13

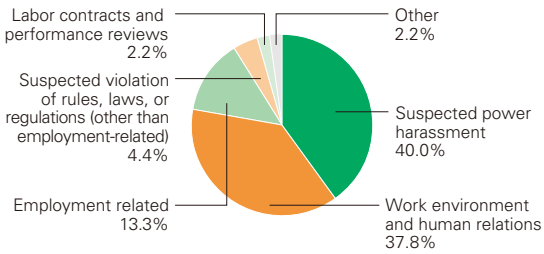
		FY2022	FY2023	FY2024
Average length of service (full-time employees)		16 years 7 months	16 years 9 months	16 years 3 months
Number of employees who took childcare leave*3		79 (49)	84 (51)	77 (46)
(figures in parentheses represent part-time employees)	Male	8	10	5
	Female	71	74	72
Number of employees who took nursing care leave*3		2 (0)	12 (10)	4 (2)
(figures in parentheses represent part-time employees)	Male	0	1	0
	Female	2	11	4
Number of volunteer leave recipients		NA	NA	NA
Number of female managers*4		246	247	273
	(percentage)	41.0%	40.9%	27.4%
	Corporate officer*5	2	5	3
	(percentage)	16.7%	41.7%	21.4%
	Division manager	8	5	9
	(percentage)	15.4%	8.3%	12.3%
	Section manager	72	77	93
	(percentage)	26.8%	28.3%	31.1%
	Team leader	166	165	171
	(percentage)	59.5%	60.7%	62.0%
Percentage of employees with disabilities*6		2.66%	2.59%	2.64%
Percentage of paid leave taken by full-time employees		72.2%	75.3%	78.3%
Frequency rate of workplace accidents		0.42	0.79	0.77
Severity rate of workplace accidents		0.01	0.02	0.03

*1 The figure includes 41 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 the end of May of the following fiscal year.
*6 The percentage for the fiscal year is as of June 1 of the following fiscal year.

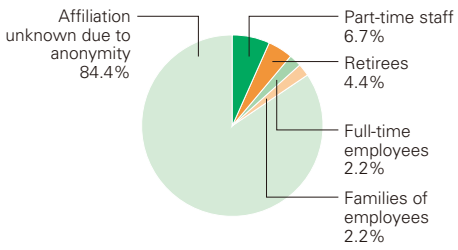
Data from Helpline for Employees

The total number of reports increased by 19 from the previous year. Reports related to "work environment and human relations" and "suspected power harassment" accounted for 77.8% of all reports, with a particular increase in the number of reports concerning "power harassment" over the previous year. Moreover, most of the places where these reports arose were stores. While no cases of serious misconduct arose, a trend seen in "suspected power harassment" was an increase in cases where work colleagues were the persons reported. 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. 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.

Breakdown of reports by category for FY2024
Reports received: 45
(down 60.7% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2024 Targets/Results and FY2025 Targets

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

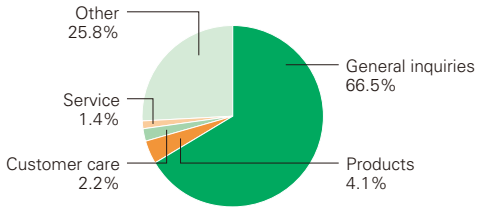
Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Responding sincerely to customers' opinions				
	• Similar as the previous year, target is a lower number of customer complaints than the previous fiscal year · Share feedback from customers, including complaints/praise/opinions/inquiries, 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 · 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 continue to increase internal staff motivation	• In FY2024, both the number of customer complaints and ppm value worsened at 312 (up 23, or 7.9%, from the previous year) and 20.4 (up 2.2 from the previous year), respectively. Conversely, there were more cases of customer praise and thanks at 63 (up 24, or 61.5%, from the previous year) • Enhanced analysis of receipt questionnaires and the checking of social media in addition to direct feedback to customer support. Conducted the wide-ranging and speedy collection of customer feedback and internal sharing. While this did not lead to an improvement in the number of customer complaints, the number of cases of customer praise and thanks grew considerably • Through questionnaires on receipts (application), Smile Questionnaire, inquired about customer satisfaction and needs at stores of purchase and quantified their level of satisfaction. Shared these with stores weekly as "News from Customer Service Team" and "Special Features." Utilized the internal information sharing system to share customer praise and thanks internally	×	• Similar as the previous year, in 2025, target is 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 · 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 continue to increase internal staff motivation · Carry out activities for developing customer response capability in a broad sense amid calls for measures to counter customer harassment

*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 (ppm)

Data from Customer Support

Customer support operates, 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 FY2024
Inquiries received: 8,814
(up 5.9% from the previous fiscal year)



Disaster assistance

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Providing support for disasters				
	• Provide necessary support in collaboration with the Group companies	• Engaged in necessary support activities, such as raising funds and supplying relief goods, on an independent basis as well	○	• Provide necessary support through involvement with the community

Denny's Japan Co., Ltd.

Website: https://www.dennys.co.jp/csr/ (in Japanese)
Number of stores as of fiscal year ended February 28, 2025: 372 (excluding FC stores)

Provide safe, reliable, and healthier merchandise and services

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Ensuring the quality and safety of products and services				
	• 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	• Conducted factory audits · Completed field surveys at 16 domestic factories and 5 overseas factories Japan: 4 main factories and 12 new target factories Overseas: 1 main factory and 4 new target factories	△	• Conduct factory audits · Audits at main target factories (6 domestic factories, 3 overseas factories) are planned · 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	• Customer opinion results for FY2024 Number of store complaints: 101% compared to the previous fiscal year Number of compliments: 120% compared to the previous fiscal year	× ○	• Customer opinion targets for FY2025 Number of store complaints: 90% compared to the previous fiscal year Number of compliments: 120% 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 misunderstanding	• For limited-time and limited-quantity menu items, such as melon desserts, following consultations with the Public Relations and Sales Promotion Division, the limitations were stated in the menu book	○	• 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 misunderstanding

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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Improving energy efficiency and introducing renewable energy				
	• 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)	• Not installed at new and renovated stores	×	• No plans for installation at new and renovated stores Installation at 11 existing stores is planned
Reducing waste and developing a circular economy				
	• Commence field tests for a food waste recovery scheme at stores in the Tokyo metropolitan area during the fiscal year	• Field tests started at 9 stores in the Tokyo metropolitan area in September	○	• Submit change requests under the new scheme • Based on application acceptance and the results of the field tests, expand the number of recovery sites in the Tokyo metropolitan area
	• Food waste recycling rate: 63.0%	• Food waste recycling rate: 63.6%	○	
Raising environmental awareness among employees				
	• 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)	• Though the test was publicized as part of support for acquisition of qualification, no one obtained the qualification	×	• Offer a test-taking program and lend reference materials and exercise books to new employees hired in FY2024 and later

Environmental Data

Challenges	Unit	FY2022	FY2023	FY2024
CO_2 emissions*1*2*3	t-CO_2	37,642	34,295	36,642
CO_2 emissions from store operations*1*3	t-CO_2	37,543	34,200	36,541
Electricity consumption in store operations*1	GWh	76	75	76
Water usage in store operations*1*4	1,000m^3	812	846	860
Waste disposal (recycling rate)*1	t (%)	7,207 (34.2)	6,718 (26.0)	6,528 (31.4)
Food waste recycling rate*1	%	59.9	62.6	63.6

*1 The period of the calculations was from April to March.
*2 The data represents CO_2 emissions stemming from the use of energy for store operation and the Head Office.
*3 CO_2 emissions were calculated according to the Seven & i Holdings Group-Wide CO_2 Emissions Calculation Manual.
*4 The values are for Denny's only.

Achieve a society in which diverse people can actively participate

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Supporting childcare and elderlies				
	• Expand the number of stores that provide safe and secure food education classes and workplace experiences	• Food education school held 7 times and newly held at 1 store • Workplace experience program held 56 times with 133 participants, a year-on-year increase on 311%	○ ○	• Increase stores holding meetings for people with early-stage dementia • Continue accepting participants in workplace experience program

Improve work engagement and environment for people working in Group businesses

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Development of human resources				
	• 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)	• 7FS philosophy training · Held on November 29 for department managers with 23 participants · Held on December 13 for GMs with 25 participants · Training for all employees conducted by department managers and GMs on a departmental basis (effectiveness was confirmed based on survey responses from 220 participants)	○	• 7FS philosophy training · Held 1 time in November for department managers · Held 1 time in December for GMs · Conduct training for all employees by department managers and GMs on a departmental basis (confirm effectiveness based on survey responses from participants)
	• DM skill development training: hold 12 times	• Management training on appointment: held 12 times (4 times for store managers, 4 times for managers, and 4 times for leaders) • Skill development training for sales executives held 18 times at monthly sales department meetings	○ ○	• Management training on appointment: held 8 times (2 times for store managers, 2 times for managers, and 4 times for leaders) • Skill development training for sales executives held 14 times at monthly sales department meetings
	• 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)	• Training for employees changing their career track and for employees joining the company mid-career (conducted as needed for each group of new hires each month)	○	
Implementing fair assessment and treatment of employees				
	• Conduct 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. Perform fair score calculation with the incorporation of elements relating to employees dispatched from Sharefull and temp agencies in personnel expense items for quantitative evaluations	• Conducted evaluations that factor in both the flagship and satellite store for store managers who manage two stores in accordance with targets and plans. Also implemented evaluations that incorporate factors relating to employees dispatched from Sharefull and temp agencies	△	• For quantitative evaluations, conduct evaluations based on the thinking of the three pillars (using the same criteria)—accountability for results, accountability for actions, and compliance—to make evaluations easier to understand
Achieving a work-life balance				
	• 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	• Average monthly overtime · Full-time employees: 17 h (per person) · Contract employees: 16 h (per person) · Part-time employees: 68 h (per store) • Monthly rate of leave-taking: 96.4%	○ △	• Average monthly overtime · Full-time employees: 15 h or less · Contract employees: 15 h or less · Part-time employees: 60 h or less (per store) • Monthly rate of leave-taking: 97%
Effective use of diverse human resources				
	• Percentage of seniors employed: 9.1% or more • Number of foreign employees: 150 • Percentage of female managers: Section managers: 18.6% Team leaders: 20.4%	• Percentage of seniors employed: 7.74% or more • Number of foreign employees: 165 • Percentage of female managers: Section managers: 8.8% (difference from plan: -9.8%) Team leaders: 15.2% (difference from plan: -5.2%)	× ○ ×	• Percentage of seniors employed: 8% or more • Number of foreign employees: 180 • Percentage of female managers Section managers: 13.3% Team leaders: 16.7%
Assuring occupational safety and health				
	• 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: 90% • Participation rate in health checks by employees who work the late-night shift:100% • Stress check-up rate: 95%	• Number of work accidents: 127 • Number of commuting accidents: 13 • Participation rate in regular health checks by employees: 100% • Participation rate in secondary health checks by employees: 99.6% • Participation rate in health checks by employees who work the late-night shift:100% • Stress check-up rate: 96.7%	○ ○ ○ ○ ○ ○	• Number of work accidents: 120 • Number of commuting accidents: 12 • 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

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

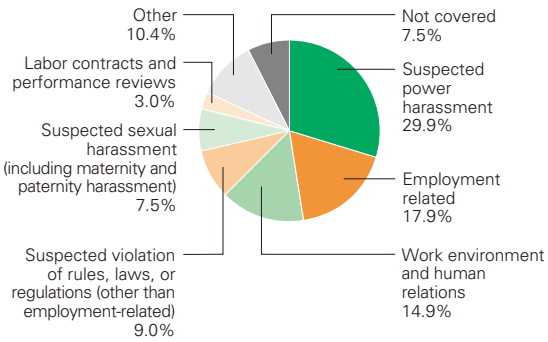
Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		686
	Male	568
	Female	118
Part-time staff*2		3,807
	Male	1,049
	Female	2,758
Number of employees (full-time employees + part-time staff)		4,493
	Male	1,617
	Female	2,876
New graduate employees hired		1
	Male	1
	Female	0
Mid-career employees hired		13
	Male	10
	Female	3

		FY2022	FY2023	FY2024
Average length of service (full-time employees)		17 years 5 months	17 years 5 months	18 years 9 months
Number of employees who took childcare leave*3		33 (14)	25 (9)	24 (16)
(figures in parentheses represent part-time employees)	Male	10	6	5
	Female	23	19	19
Number of employees who took nursing care leave*3		3 (1)	3 (1)	1 (1)
(figures in parentheses represent part-time employees)	Male	0	0	0
	Female	3	3	1
Number of volunteer leave recipients		1	0	40
Number of female managers*4		151	60	71
	(percentage)	23.6%	13.0%	11.6%
	Corporate officer*5	2	2	1
	(percentage)	15.4%	14.3%	8.3%
	Division manager	8	2	3
	(percentage)	12.5%	13.3%	25.0%
	Section manager	5	6	5
	(percentage)	7.9%	9.5%	8.8%
	Team leader	144	52	63
	(percentage)	25.6%	13.5%	15.2%
Percentage of employees with disabilities*6		3.02%	3.32%	3.41%
Percentage of paid leave taken by full-time employees		60.2%	58.5%	61.0%
Frequency rate of workplace accidents		0.50	0.98	1.38
Severity rate of workplace accidents		0.01	0.07	0.05

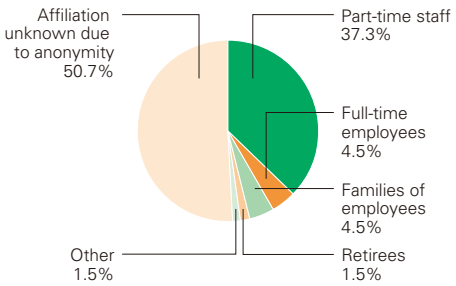
*1 The figure includes 40 persons reemployed after mandatory retirement.
*2 Monthly average, with 8 hours/day counted as one employee. Including contractual employees.
*3 Persons who took such leave in the applicable fiscal year. (Takers continuing leave from the previous year + new takers of leave)
*4 The percentage of team leaders and higher positions, excluding corporate officers.
*5 The percentage of female corporate officers is as of the end of May 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 FY2024
Reports received: 67
(down 13.6% from the previous fiscal year)



By user category



Create an ethical society through dialogue and collaboration with customers

FY2024 Targets/Results and FY2025 Targets

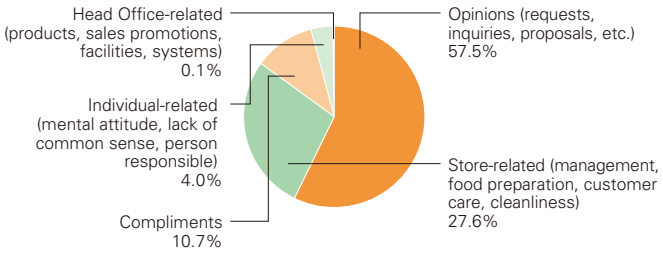
○: Achieved △: Almost achieved ×: Far from achieved

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Responding sincerely to customers' opinions				
	• Have the sales department set KPI weekly and work toward reducing complains and increasing compliments	• Aimed to be stores loved by local customers and worked on improvements by sharing customer opinions throughout the company • Improvement from the previous year has not yet been achieved, compliments are on an upward trend (up 18% compared to the previous fiscal year)	× ○	• The sales department will focus efforts on the fundamentals (such as greetings and bowing) and work to reduce complaints and increase compliments • Promote cooking and service training with the objective of receiving 15 compliments per week

Data from Customer Support

In FY2024, store complaints trended upward and increased by 1% year-on-year, but similarly, many compliments were also received and increased substantially, up 20% year-on-year. Even as systemization advances and customer contact points decrease, we will return to the fundamentals to reinforce greetings and bowing and focus on employee training to provide customer service that makes customers want to come back again.

Breakdown of inquiries by category for FY2024
Inquiries received: 6,849
(up 7.9% from the previous fiscal year)



Achieve a sustainable society through partnerships

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Promoting regional development				
	• 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	• Switched to base salad with domestically produced ingredients and served salads using domestically produced ingredients	○	• Promote development of new sourcing locations for seasonal menu items • 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	• Donated expired food items and other materials to food banks	○	• Continue foodstuff donation activities aimed at welfare facilities, etc. through foodbanks

Disaster assistance

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 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

Seven Bank, Ltd.

Website: https://www.sevenbank.co.jp/english/csr/
Number of ATMs installed as of fiscal year ended March 31, 2025: 27,990

Create a livable society with local communities through various customer touchpoints

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Implementing crime prevention measures for local communities				
	• Through gathering and disseminating information on the latest financial 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	• By engaging in lateral collaboration with external organizations of 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 sophisticated phishing incidents, there were no monetary losses involving Seven Bank accounts	○	• Through gathering and disseminating information on the latest financial crime trends and providing financial education to students, reinforce countermeasures against 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	• Held regular information exchange sessions with the management and personnel of Seven Bank Group companies to promote anti-money laundering measures at those Group companies		• Reinforce Group-wide anti-money laundering measures by leveraging the tangible and intangible assets related to financial crime countermeasures 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	• Accepted police personnel and reinforced relationship with investigative agencies. Also regularly arranged for opportunities to coordinate over information with affiliated partner financial institutions to contribute to the holistic reinforcement of financial crime countermeasures in the financial industry		• To eradicate financial crimes, continue accepting police personnel for training, use external expertise, and reinforce collaboration with investigative agencies and partner institutions to contribute to the reinforcement of financial crime countermeasures across the financial industry
Maintain more customer-friendly and reliable stores and facilities				
	• Promote financial services to meet diverse needs • Promote the +Connect business, which positions ATMs as comprehensive gateways for various procedures and authentication services	• Expanded the introduction of "ATM Tellers" and "ATM Notifications" at over 20 companies, predominantly regional banks. Established a mechanism that allows procedures for opening accounts, changing addresses, applying for services, etc. to be conducted at Seven Bank ATMs in accordance with customers' convenience, even on weekends and holidays and regardless of the time • Commenced "FACE CASH," a deposit and withdrawal service using face recognition. Established a system that offers a new banking experience based on high security and the convenience of not needing a card coupled with the ability to make cash withdrawals from ATMs and perform other transactions in times of emergency as well even in cases where customers were unable to bring their ATM card with them in the event of a disaster or similar instances	○	• Provide a new form of convenience with the start of a "convenience store certification issuing service" that enables customers to receive various certificates at multifunctional copiers installed at 7-Eleven locations • Scheduled to commence "ATM account transfer registration" enabling customers to conduct procedures for configuring direct deposits for credit card, various utility bills, tax payments, and so forth with ease at ATMs. Will assist with an escape from document-based procedures, DX, and operational streamlining • Actively expand the adoption of various Seven Bank Group services by local governments

Provide safe, reliable, and healthier merchandise and services

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Ensuring the quality and safety of products and services				
	• Add cyberattacks to the scope of crises in business continuity policies and rules • Number of BCP training sessions planned: 18	• Added cyberattacks to the scope of crises in business continuity policies and rules • Conducted 20 BCP training sessions	○	• Establish control of the business continuity structure at Seven Bank Group companies and take part in various forms of training • Number of BCP training sessions planned: 22

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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Measuring appropriately the environmental impact				
	• Continuously ascertain results for environmental values and enhance information disclosures in accordance with the TCFD recommendations	• For Scope 2, calculated CO_2 emissions for the Seven Bank Group on a consolidated basis and disclosed them in the annual securities report and integrated report Scope 1 (Seven Bank (non-consolidated)): 9 t-CO_2 Scope 2 (Consolidated): 816 t-CO_2 Scope 2 (Seven Bank (non-consolidated)): 576 t-CO_2	○	• Continuously ascertain results for environmental values and enhance information disclosures in accordance with the TCFD recommendations
Improving energy efficiency and introducing renewable energy				
	• Plan to adopt automatic shut-off of some lights after the end of business • Continue to promote paperless operations	• Introduced automatic shut-off of some lights in the office area of the Head Office after the end of business and completed conversion of the entire Head Office building to LED lighting • Realized paperless operations by digitalizing stored reports and promoting e-contracts	○	• Reduce power consumption by replacing internal OA • Push forward with efforts such as the adoption of apps for ledger-based management operations and continue to promote paperless operations
Reducing waste and developing a circular economy				
	• Maintain ATM recycling rate of approximately 100%	• Used recycled resources such as iron, stainless steel, and plastic in the likes of ATM parts and achieved approximately a 100% recycling rate	○	• Maintain ATM recycling rate of approximately 100%
Raising environmental awareness among employees				
	• Promote seminars to increase awareness of social and environmental issues and activities to solve problems at worksites	• A total of 40 Seven Bank Group employees and their family members participated in environmental protection activities at Takao Forest • Increased awareness of social and environmental issues through training for all employees based on the themes of Seven Bank's purpose and materiality	○	• Promote seminars to increase awareness of social and environmental issues and activities to solve problems at worksites
Offering eco-friendly products				
	• Promote replacement installations of 4th-generation ATMs, which use 40% less power than the previous generation	• Completed the replacement of approximately all 28,000 ATMs to 4th-generation ATMs • Compared to before the introduction of the new ATM models (end of FY2018), achieved CO_2 emission reductions of approximately 30% despite an increase of approximately 15% in the number of ATMs	○	• Continue to promote environmentally-friendly product development and service provision through cooperation among companies related to the ATM supply chain

Environmental Data

Challenges	Unit	FY2022	FY2023	FY2024
CO_2 emissions*1*2*3	t-CO_2	663	574	585
Volume of paper ordered for office automation equipment	1,000 sheets	1,920	2,007	1,483

*1 The period of the calculations was from April to March.
*2 The data represents CO_2 emissions stemming from the use of energy for operation of offices and directly-operated ATM corners.
*3 CO_2 emissions were calculated according to the Seven & i Holdings Group-Wide CO_2 Emissions Calculation Manual.

Achieve a society in which diverse people can actively participate

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 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	• Published approximately 3 million copies of the "Bonolon, Warrior of the Forest" picture book for reading aloud and distributed it for free • Gifted Bonolon picture books to children's centers nationwide in accordance with the number of Bonolon cash cards issued and promoted Bonolon activities • Co-hosted the World Toy Project to donate toys to children's centers with the Foundation for Promoting Sound Growth of Children	○	• 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Effective use of diverse human resources				
	• 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	• Promoted diversity and inclusion • Promoted the development of an environment and awareness to enable all employees to perform to their full potential, regardless of nationality or gender · Promoted the development of employee awareness from the dual aspects of human resource department-led HR measures and DEI Promotion Subcommittee-led measures · Conducted company-wide training and awareness surveys to help improve recognition, resulting in over 80% of employees answering that they had an understanding of D&I	○	• 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 · Provide opportunities to grasp DEI from multiple aspects · Host highly satisfactory measures while simultaneously promoting autonomous participation based on employees' individual concern
	• 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 new campaign to encourage positive feedback and conduct trial of reminder function	• Measures for enhancing engagement · Regularly conducted the engagement survey (annually) and internal surveys (quarterly) · Implemented various measures to facilitate engagement in order to activate company-wide communication · Promoted initiatives aimed at improving environments by each department tailored to the characteristics of individual departments · Use of tools for expressing praise and gratitude among employees: Conducted the campaign twice a year		• Enhance engagement · Conduct periodic surveys · Implement measures to improve job satisfaction · Develop a culture of conveying praise and gratitude
Development of 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	• 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 540 personnel participated) · Conducted 4 training camps to learn the importance of teamwork through experience-based training with members from different departments and job types · Conducted IT & DX training to develop DX human resources, in which all employees participated (100% participation rate)	○	• 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 in accordance with the newly-defined educational system · Conduct training on the knowledge, skills, and mindset necessitated by employees
	• 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	• Support self-initiated growth · Certified 19 expert course employees and supported specialized careers · Transferred employees through an internal open recruitment, 3 of whom participated in in-house internships · Employees who set and tackled EX10 program goals were 59% (393) of eligible employees		• Support self-initiated growth · Support career building based on 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	• Provide opportunities for employees to perform to their full potential · Appointed data scientists to the Special Appointment Program staff and operated the program		• 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 · Expand use of accumulated paid leave	• Initiated an examination of the introduction of systems unified with the Group in order to expand systems that enable employees to perform nursing care while working	○	• Examine initiatives that allow employees to perform childcare, nursing care, etc. while working
	• Continue the work-from-home system and staggered working hours	• Rearranged usable shifts for the work-from-home system and inputted them into operation		• Continue the work-from-home and sliding work systems
	• Designate no-overtime days	• Designated no-overtime days twice: Once between June and August and once between December and February · Average results for overtime work came to approximately 1 hour for the months between June and August and approximately 30 minutes for the months between December and February. Both are year-on-year decreases		• Designate no-overtime days throughout the year

Assuring occupational safety and health				
	• Improve rate of paid leave taken (encourage employees to take 5 consecutive days of leave)	• Coordinated with supervisors once in September and again between December and February over employees who had not taken leave and encouraged the employees to take leave in order to improve the rate of paid leave taken · Employees who took 5 consecutive days of leave increased over the previous year by 1.5% (Actual rate of leave taken as of the end of FY2024: 98.2%)	○	• 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 checks	• Enhanced employee support provided by public health nurses • Conducted stress check at the end of July		• Continue employee support provided by public health nurses • Conduct stress checks and improve rate of checks taken • Operation · Enhance reinstatement program by revising structure

Personnel Data

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

Breakdown of number of employees (as of the end of February 2025)		(persons)
Full-time employees*1		646
	Male	407
	Female	239
Contractual/part-time employees*2		60
	Male	12
	Female	48
Number of employees (full-time employees + contractual/part-time employees)		706
	Male	419
	Female	287
New graduate employees hired		15
	Male	9
	Female	6
Mid-career employees hired		74
	Male	40
	Female	34

		FY2022	FY2023	FY2024
Average length of service (full-time employees)		7 years 9 months	7 years 3 months	7 years 2 months
Number of employees who took childcare leave*3		24 (2)	26 (2)	30 (5)
(figures in parentheses represent part-time employees)	Male	6	5	10
	Female	18	21	20
Number of employees who took nursing care leave*3		1 (1)	1 (0)	0 (0)
(figures in parentheses represent part-time employees)	Male	0	0	0
	Female	1	1	0
Number of volunteer leave recipients		0	2	2
Number of female managers*4		83	108	131
	(percentage)	26.9%	30.0%	19.2%
	Corporate officer*5	2	5	5
	(percentage)	10.5%	19.2%	18.5%
	Division manager	3	3	8
	(percentage)	18.8%	20.0%	22.9%
	Section manager	27	28	26
	(percentage)	18.4%	18.1%	18.3%
	Team leader	53	77	97
	(percentage)	36.6%	40.5%	39.9%
Percentage of employees with disabilities*6		2.30%	2.30%	2.60%
Percentage of paid leave taken by full-time employees		83.6%	83.0%	81.9%
Frequency rate of workplace accidents		0.77	0.00	0.00
Severity rate of workplace accidents		0.01	0.00	0.00

*1 The figure includes 32 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 the end of May 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

FY2024 Targets/Results and FY2025 Targets

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

Challenges	FY2024 Targets and Plans	FY2024 Results and Outcomes	Evaluation	FY2025 Targets
Responding sincerely to customers' opinions				
	• Continue initiatives to improve customer satisfaction	• Established new financial crime professionals, enhanced specialization, broadened the range supported by manned chat, and improved convenience. Held joint workshops with work consignees and formulated/documented customer response standards	○	• Improvement of CX Establish a vision for a next-generation contact center, improve convenience and customer satisfaction through the utilization of AI/DX, and stably maintain response rates by promoting non-voice response
	• Investigate the use of generative AI and voice bots and create channels that make it easier for customers to resolve issues	• Introduced a PoC that automatically summarizes response content and the automatic generation of opinion reports on a trial basis to prepare for the utilization of generative AI, and promoted the streamlining of work. Also examined the utilization of generative AI with measures to counter customer harassment		• Revenue contribution Shorten AHT and reduce existing operations for the purpose of streamlining work while simultaneously advancing initiatives aimed at boosting the value-added of manned response
		• Participated in the "Well-being CUSTOMER CENTER AWARD" for the first time in 2024 and was chosen for 14th place. Acquired certification as an "Excellence Center"		• Improvement of job satisfaction Improve employees' skills and management capability and reinforce the structure for protecting employees with measures to counter customer harassment

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 phone such as chat, email, and social media and are taking measures so that we can respond to even more customers.

Breakdown of reports by category for FY2024
Reports received: 1,557,194
(up 28.1% from the previous fiscal year)

