

Sustainability Report 2026

with Sustainability!

FamilyMart

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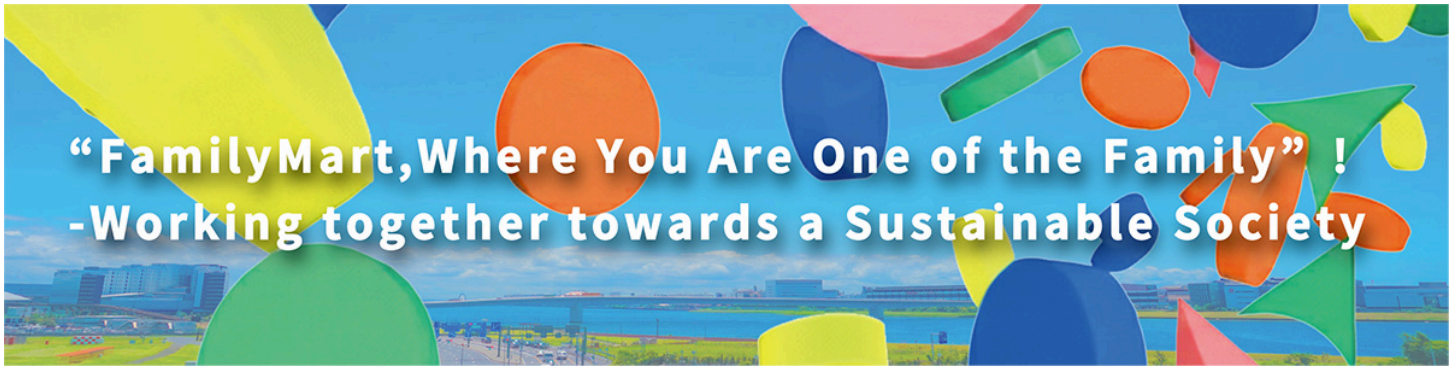
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For the latest information, please visit the "Sustainability" section of our corporate website.
https://www.family.co.jp/sustainability.html

Translation Disclaimer

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Sustainability



Family Mart'sLatest Sustainability News



July 17, 2026 Social Contribution

The third collaboration with Shohei Ohtani, "Big Onigiri: My Salmon and Bonito Flakes," will be release…



July 15, 2026 Environmental

FamilyMart's "convenience store sunglasses" now come in a stylish "square shape." They offer a sop…



July 15, 2026 Social Contribution

[Event Report] Children's laughter echoed throughout the store! The "Everyone's Lemonade" product…



July 10, 2026 Social Contribution

Kochi Prefecture's yuzu, which would otherwise go to waste, is transformed into exquisite ice cream! …



July 9, 2026 Social Contribution

Famima Children’s Cafeteria to become a hub for protecting local lives and summer health from the extr…



July 6, 2026 Social Contribution

Lemonade connects everyone's feelings. Supporting again this year! The children from the developme…



July 3, 2026 Social Contribution

FamilyMart and Aoyama Trading collaborate on a food drive, launching the first disaster preparedness …



July 3, 2026 Environmental

A Cup of Mocha Helps Create a Safe and Secure Learning Environment Ethiopia Support Donation Cam…

View the list

Contributing to the realization of a society where everyone can live in peace

FamilyMart Sustainability

Key Initiatives by Topic

- Reducing Food Waste
- FamilyMart Food Drive
- Famima Children's Cafeteria
- Universal Service
- Plastic Initiatives
- Carbon Reduction
- Communication Support Tool
- LGBTQ Support
- Famima Eco Vision 2050
- Thank You Letter Contest
- Connecting Dreams Donation
- FamilyMart Child Store Manager Initiative
- Human Rights Initiatives
- Employment of people with disabilities
- Disaster prevention and support for affected areas
- Biodiversity Conservation
- Message from the President
- Material Issues (Materiality)
- Sustainability Report
- ESG Data

Learn More About Sustainability Initiatives

Pick Up! With Sustainability! Activities

Recommended | Environmental | Social Contribution | Diversity & Inclusion



Everyone's Lemonade. An initiative to support children with pediatric cancer.



Introducing "Combining with the Producers," a program that provides sustainable support to the …



The motto that transcends company boundaries is "We are “Rainbow”".



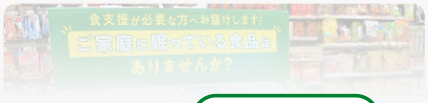
FamilyMart's popular products are now available as a letter set!



Approximately 5 years after its launch, FamilyMart Food Drive has reached 5,000 participating sto…



Appeal to customers' emotions with Teary-Eyed Sticker to reduce food waste!





View the list

Show more

"FamilyMart, Where You Are One of the Family" - Working together towards a Sustainable Society

Guidelines for Sustainability

Message from the President



FamilyMart 's thoughts
Sustainability



FamilyMart's Five Material Issues

- Material Issues 1: Contributing to the "future of the region and the planet" through environmental considerations
- Material Issues 2: Evolving into a people-oriented hub for revitalizing the local community
- Material Issues 3: Creating safe and secure products and services that realize a "convenient and prosperous life"
- Material Issues 4: Pursuing a sustainable supply chain together with business partners
- Material Issues 5: Creating a rewarding organizational culture and developing our people

Four Foundations Supporting Sustainability

- Strengthening corporate governance
- Joint growth of franchisees and headquarters
- Thorough risk management and compliance
- Respect for human rights



Sustainability Management

This section includes our basic policies and promotion structure regarding sustainability, as well as our process for identifying Material Issues

Famima Eco Vision 2050

We have set reduction targets for greenhouse gases (CO2), plastics, and food waste, and are promoting our efforts.

ファミマ eCOビジョン 2050 FamilyMart Environmental Vision 2050

Sustainability Library

You can view the latest and past reports, ESG data, editorial policy, and GRI content index.

Message from the President



The environment surrounding us continues to change dramatically. With rising prices in Japan heightening consumers' awareness of the need to protect their household finances and growing uncertainty in global affairs, the future is becoming increasingly difficult to predict. Against this backdrop, consumer values that prioritize the long-term sustainability of society have become a powerful and irreversible trend.

As we mark the major milestone of our 45th anniversary, we must continue to fulfill our responsibilities to local communities while responding swiftly to the changes of our times. In guiding the company, I uphold the principle of “Shikon Shosai,” which combines the spirit of the samurai with business acumen. This means sharpening our business acumen and data-driven decision-making while also maintaining the high ethical standards and sense of mission associated with the samurai. This spirit is indispensable to our business as we engage with our many stakeholders through our 16,400 stores across Japan. For FamilyMart, sustainability is not simply a form of social contribution. It is our business itself and a cornerstone of our growth strategy. Looking ahead to the next 50 and 100 years, we will not rest on our past successes, but will connect solutions to social issues with sustainable business growth.

Creating Impact Through Environment, Society, and Diversity

As we evolve toward media commerce, leveraging our 16,400 physical stores nationwide as customer touchpoints and utilizing customer data, we are pursuing unique initiatives that only FamilyMart can undertake. We continue to take on the challenge of creating meaningful social impact across the three areas at the core of our sustainability efforts: environmental initiatives, addressing social issues, and respect for diversity.

[Environmental initiatives] Driving changes in consumer behavior through teary-eyed stickers

The teary-eyed stickers are placed on ready-to-eat products approaching their expiration date as a unique initiative to reduce consumers' reluctance to purchase discounted products and encourage them to see food loss as an issue that affects their everyday lives. Since the stickers were introduced, the purchase rate of eligible products has increased significantly, demonstrating tangible results in reducing food loss through this distinctive approach to changing customer behavior.

[Addressing social issues] “FamilyMart Food Drive” and “Smile Omusubi Project”

The FamilyMart Food Drive, which collects unused food items from households at our stores, has reached 5,000 participating stores nationwide and provides food assistance rooted in local communities. Through the Smile Omusubi Project with Shohei Ohtani, we are also focusing on initiatives that help bring smiles to the next generation, such as using a portion of the proceeds from product sales to support children's futures.

[Respect for diversity] Promoting true diversity in action and creating a society where everyone can be themselves

We are committed to true diversity in action, enabling people from diverse backgrounds to thrive, and are pursuing a variety of initiatives to promote respect for diversity. We maintain an employment rate of 3.3% for people with disabilities (as of June 1, 2025), significantly above the statutory employment rate, while also making our stores more universally accessible. We are also actively undertaking initiatives to support a society where everyone can thrive as themselves, including launching products to coincide with International Women's Day, collaborating with other companies, and offering rainbow-colored products that transcend corporate boundaries to promote greater understanding of the LGBTQ community.

Driving Key Strategies Aligned with the Five Material Issues

We signed the United Nations Global Compact in 2017 and identified five material issues to address as top priorities. By rigorously quantifying our social impact and maintaining transparent disclosures across these areas, we aim to continually earn the trust of society and our stakeholders and remain their company of choice.

Contributing to the "future of the region and the planet" through environmental considerations

In line with our medium- to long-term goals under Famima Eco Vision 2050, we are working to reduce greenhouse gas emissions, address plastic use, and reduce food loss. By strengthening energy conservation at stores, introducing the latest energy-efficient equipment, and adopting 100% recycled PET bottles and paper containers for our original products, we are taking comprehensive steps to reduce the environmental impact of our day-to-day business activities and continuing our efforts to pass on a sustainable global environment to future generations.

Evolving into a people-oriented hub for revitalizing the local community

As community-based infrastructure that supports everyday life, we contribute to the development of sustainable local communities. We are expanding collaborations with a wide range of companies and organizations through the “FamilyMart Child Store Manager + SDGs” program, which gives children a fun way to learn about sustainability, and the Famima Children’s Cafeteria, a place for community interaction. As a platform with deep ties to local communities, we support the creation of a society where everyone can feel secure in their daily lives, from the community level up.

Creating safe and secure products and services that realize a "convenient and prosperous life"

We provide safe, reliable, and convenient products and services to enrich the daily lives of all our customers. In response to changes in society, we are working to enhance the comfort and convenience of our stores and improve universal services through initiatives such as delivering locally focused content via our in-store digital signage, Famima TV, and gradually rolling out new Famima ATMs that significantly enhance convenience.

Pursuing a sustainable supply chain together with our business partners

In accordance with the FamilyMart Supplier Code of Conduct, we promote environmental stewardship and appropriate working conditions throughout every stage of the supply chain, from the procurement of raw materials through manufacturing and logistics to sales at stores. By building fair and transparent relationships with our business partners, sharing common values, and respecting one another in a spirit of mutual prosperity, we ensure a stable supply of safe and reliable products and services while building a solid and dependable procurement network.

Creating a rewarding organizational culture and developing our people

We believe that the evolution of D&I, harnessing diversity as a strength, is key to driving sustainable innovation and opening the way to the future. Rather than becoming complacent with a homogeneous organization, we are creating an environment where people from diverse backgrounds can thrive. Through psychological safety, which empowers everyone to take on new challenges with confidence, and a corporate culture of open and lively discussion, where people can freely exchange views, we will foster individual growth and fulfillment at work.

Sustainability in Line with Our Motto “FamilyMart, Where You Are One of the Family!”

Guided by our corporate message, “FamilyMart, Where You Are One of the Family,” FamilyMart has viewed local communities as valued members of our family and has worked to address the challenges they face while providing convenience.

With “Ichiban Challenge” as the key message for our 45th anniversary, we will pursue a sustainable growth strategy while advancing sustainability. We will continue to serve the needs of local communities and work in partnership with our customers, franchisees, business partners, the environment, and society as we create a new chapter in FamilyMart's history together for the era ahead.

June 2026



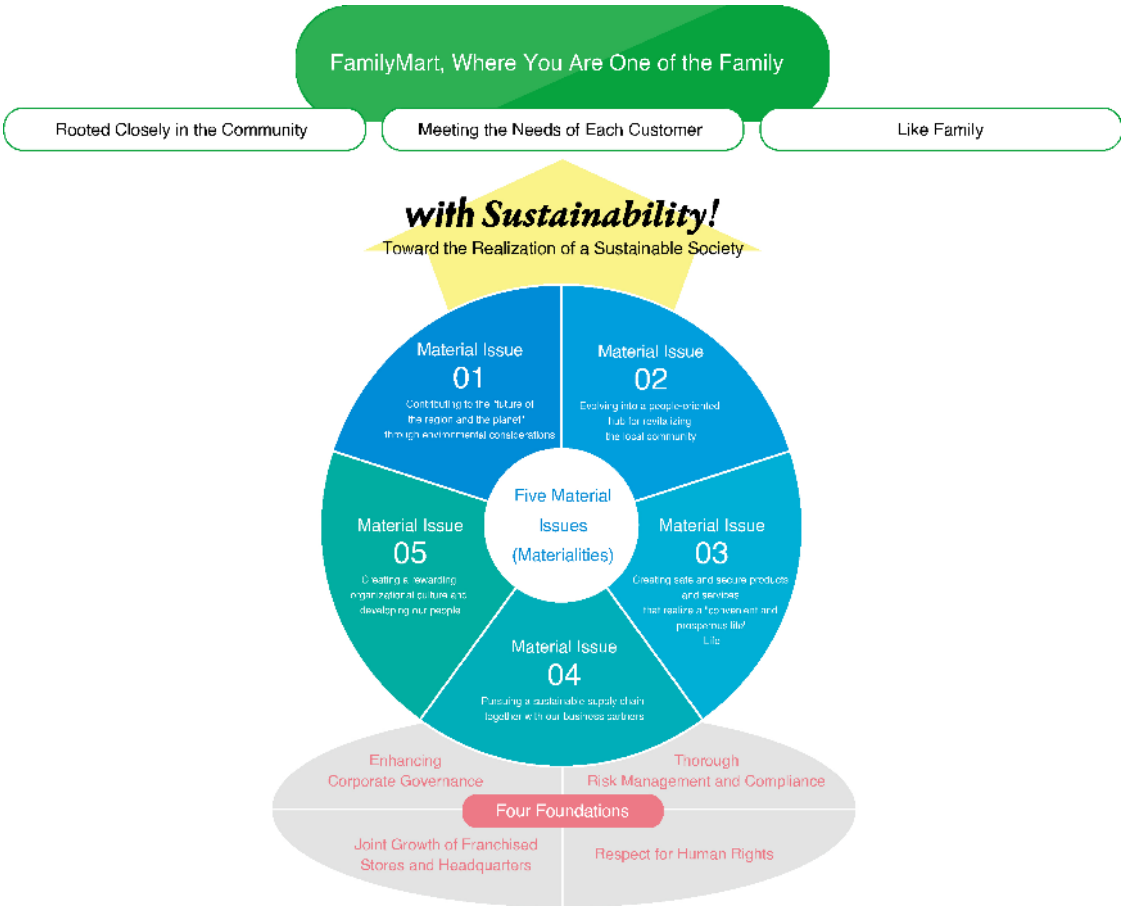
Representative Director and President, Tatsuo Odani

FamilyMart 's approach to sustainability

Together with all stakeholders
Engaging in sustainability activities

with Sustainability!

We will continue to work in partnership with all of FamilyMart 's stakeholders, including customers, franchisees, and business partners, to sincerely and steadily promote sustainability initiatives that are unique to FamilyMart and work to create a sustainable society.



A Message from the Executive Officer



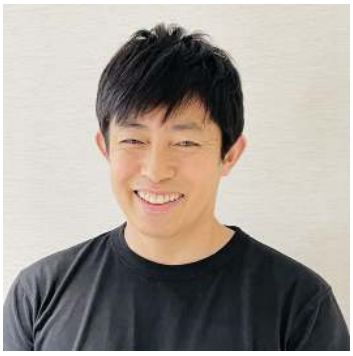
To promote sustainable corporate management, FamilyMart has signed the United Nations Global Compact and established the “Five Material Issues” to be addressed as priorities, along with the “Four Foundations,” including “Respect for human rights.” To ensure steady implementation of these policies and solutions to these issues, promotion leaders and members across departments collaborate under the Sustainability Committee, encouraging every organization to approach its responsibilities from a sustainability perspective. The Sustainability Awareness Survey conducted in January 2026 showed that 97% of respondents had a basic understanding of sustainability, 94% were conscious of respecting the human rights of stakeholders, and 68% had begun incorporating sustainability into their work and achieving results, indicating that sustainability is steadily taking root throughout the company.

At the same time, as uncertainty remains high and the external environment changes rapidly, we are being called upon to steadily sustain and evolve our initiatives. Challenges brought about by recent changes in social conditions, including soaring crude oil prices and difficulties in sourcing certain raw materials, are putting us to the test while also heralding a new era in which strengthening sustainability also increases economic rationality. We are seeing the emergence of a trend that challenges the conventional belief that environmental responsibility and business growth are incompatible. In particular, further acceleration is needed to achieve our medium-term targets for CO_2 reduction and food loss reduction, making it essential for everyone involved in manufacturing, merchandising, and sales to work together. Going forward, we will further advance concrete and effective measures informed by a diverse range of perspectives. Establishing FamilyMart's image as a trusted “good company” is directly linked to greater trust in our products and enhanced corporate value. We will therefore strengthen collaboration across departments and work to address social issues throughout the entire value chain.

As we mark the major milestone of our 45th anniversary, the continued evolution of D&I is essential to creating new value that challenges conventional thinking. The diversity we aspire to is not limited to specific metrics. Rather, it is about making all our differences, including age, nationality, experience, and values, our greatest strength. To that end, we will embrace an organization-wide approach of learning across boundaries and testing ideas together, expanding our perspectives by taking an interest in areas beyond our own expertise and the work of other departments, and sharing the new insights we gain with our teams. We will foster a culture of combining diverse strengths, where diverse talent can support one another, move forward without fear of failure, and maintain psychological safety, thereby building an even more resilient organization.

Executive Director
Chief Marketing Officer and General Manager of the Marketing Division
General Manager of the Digital Business Division
Hikaru Adachi

A Third-Party Opinion



Amid these rapidly changing times, FamilyMart's unwavering commitment to sustainability, its robust initiatives closely integrated with management, and the strong commitment to a sustainable future shared by employees and store staff from diverse backgrounds deserve considerable recognition.
The convenience store industry is an extremely important sector that forms part of the foundation of daily life for people in Japan. In recent years, the high quality of Japanese convenience stores has also become a frequent topic on social media among international visitors, and the industry is even becoming an important force in shaping global standards for consumption.
This means that the world is watching FamilyMart's every move, from its efforts to achieve greater diversity and its product offerings to waste reduction and respect for human rights. It is no exaggeration to say that, by inspiring empathy, these efforts are helping shape the future.
I hope FamilyMart will continue to pursue both sustainability and profitability to the fullest. I also hope it will continue to lead the way as an industry leader that supports the lives of all people.

SDG Partners, Inc.
Representative Director and CEO
Kazuo Tase

Famima Eco Vision 2050 (medium- to long-term environmental goals)

FamilyMart has formulated the "Famima Eco Vision 2050" as a set of medium- to long-term goals for 2030 and 2050 in order to contribute to solving social issues, including environmental problems, and to realizing a sustainable society.

Famima Eco Vision 2050 sets medium- to long-term numerical targets based on three themes: reducing greenhouse gases (CO_2 emissions), combating plastics, and reducing food waste, and aims to promote efforts to achieve these targets.

"Famima Eco Vision 2050"

Carbon Reduction

CO_2 emissions from store operations(Per store)
(Compared to 2013)

2030	2050
50% Reduction	100% Reduction

Details of the initiative

By installing energy-efficient equipment, we will reduce electricity consumption in our stores and advance the reduction of CO_2 emissions.

In addition, we will calculate emissions throughout the entire supply chain, from purchasing to distribution, sales, and disposal, and work toward reducing emissions.

▶ Click here for details on reducing greenhouse gases (CO_2)

Plastic Initiatives

Sustainable Packaging and Sustainable Materials for Private Brand Products

2030	2050
60%	100%

Details of the initiative

We will promote the use of environmentally friendly materials, such as incorporating plant-based biomass plastics and recycled PET for containers and packaging materials.

In addition to original products, we will also promote the use of biomass in plastic bags, aiming for the proportion of environmentally friendly materials to be 70% by 2030, including for supplies.

▶ Find out more about plastic measures here

Reducing Food Waste

Food waste reduction (compared to 2018)

2030	2050
50% Reduction	80% Reduction

Details of the initiative

We will promote the reduction of food waste by improving the accuracy of product ordering and improving container and packaging to extend the shelf life of products.

We will use the food waste generated to make effective use of resources through initiatives such as food recycling loops.

▶ Learn more about reducing food waste here

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

▶ "Famima Eco Vision 2050" 2030 greenhouse gas (CO_2) reduction target revised upward to 50%



Sustainability Management

Sustainability Management



Basic Policy ▸

We publish our various initiatives, including our basic sustainability policy.

Sustainability Promotion Structure ▸

This page describes our sustainability promotion system.

Identifying Material Issues ▸

This section lists Material Issues and their specific processes.

Stakeholder Engagement ▸

Learn more about stakeholder engagement.

Cooperation with the international community ▸

This page describes our efforts in the international community.

Basic Policy

Convenience stores play an indispensable role in people's lives as an integral part of social and lifestyle infrastructure. FamilyMart has a nationwide network that exceeds 16,000 stores servicing more than 15 million customers each day, and maintains a workforce of over 200,000 employees. Under the slogan of "FamilyMart, Where You Are One of the Family," the Company and its stakeholders seek to move forward in partnership, based on a relationship of trust.

With this in mind, our mission is to exceed the expectations of customers by helping to resolve social issues in each region against the backdrop of a rapidly changing society. Our goals are to provide a better life for customers as well as local communities and to ensure that each day has fun and fresh appeal through the supply of our products and services.

Sustainability Policy

We at FamilyMart always aim to continue to provide new value in the world and to be a presence trusted by our customers. In order to realize these goals, we are working to create a sustainable society in cooperation with our stakeholders, and have established the following basic policies.

1. We get involved in activities that lead to the development of local communities and contribute to better lives for everyone.
2. We provide products and services with consideration for safety, reliability, and health and construct the supply chain in accordance with fair business practices with our business partners.
3. We endeavor to give consideration to the global environment, nature, and biodiversity, prevent global warming, and form a recycling-oriented society.
4. We endeavor to support the development of the next generation together with local communities so that the children who will be responsible for the future can grow up healthily and happily.
5. We respect people and their rights regardless of their race, skin color, nationality, language, religion, thought, age, sex, sexual orientation, gender identity, gender expression, with or without disabilities, property, employment type, etc. and promote business activities which offer job satisfaction and enable all of the people involved in the business to be successful.

6. We comply with international norms and the laws and norms in the countries and regions in which we develop our businesses, and carry out our business activities faithfully.

[Established]September 2017 [Revised] June 2023

▶ Sustainability Promotion Structure

Human Rights Policy

FamilyMart strives to always stay relevant to customers and the communities. Working together with our franchised stores and business partners, we provide products and services that respond to the ever-changing demands of the society. Instilled in our corporate message, “FamilyMart, Where You Are One of the Family,” is our earnest wish to connect with our stakeholders like a family and walk alongside them all the way. We acknowledge the importance of this connection between people in our business practices.
Based on these thoughts, as a signatory of the United Nations Global Compact, we comply with its ten principles and respect international norms on human rights, including the United Nations Guiding Principles on Business and Human Rights (the “UNGP”), OECD Guidelines for Multinational Enterprises, the International Bill of Human Rights, and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. We also have established FamilyMart’s Human Rights Policy as our basic policy for respect on human rights.
In order to implement this policy, the Sustainability Committee, an advisory body to the president, will cooperate with all divisions to promote human rights initiatives under the supervision of the chairman.

1. Policy scope

We operate on the basis of this policy which strongly recognizes that all executives and employees of FamilyMart Co., Ltd. and affiliates possess fundamental human rights. They must be respected and simultaneously must respect the fundamental human rights of all stakeholders.
We acknowledge that our activities and the activities of our affiliates and business partners may have adverse impact on the human rights of our stakeholders such as our customers and regional communities.
Therefore, our business partners as well as their concerned parties are expected to understand and support this policy. We will also continue to work closely with them to promote the respect for human rights, by encouraging constant communication and thorough sharing of information.

2. Significant human rights issues

As a sustainable company operating in a diverse society, we consider the following as significant human rights issues.

- Prohibition of human trafficking, forced labor, and child labor
- Ensuring mental and physical health, and safety
- Prohibition of prejudice or discrimination on the basis of race, skin color, nationality, language, religion, thought, age, sex, sexual orientation, gender identity, gender expression, with or without disabilities, property, employment type, etc.
- Prohibition of all harassment, bullying and unfair treatment
- Freedom of association of workers and respect for collective bargaining rights
- Ensuring minimum wages and managing proper working hours
- Provision of safe and reliable products and services to consumers, and disclosure of important information regarding said products and services
- Protection of privacy

3. Human rights due diligence

- **Policy**

  We strive to develop proper human rights due diligence system based on the UNGP, and identify, evaluate, prevent, mitigate, and correct negative impacts of our activities on human rights, while placing value on dialogue with stakeholders.

  Furthermore, we will comply with the laws and regulations in the countries and regions in which we operate. We will respect internationally recognized human rights to the greatest extent possible in the circumstances, even when faced with conditions that conflict with international human rights principles.

- **Implementation**

  Regarding human rights due diligence, we and our business partners will continuously implement and improve on the following:

1. Understand and comply with laws and regulations regarding human rights.
2. Evaluate adverse human rights impact of current business practices on a regular basis, and when starting new businesses.
3. Appropriately communicate the identified human rights violations to those who will be directly affected (includes possibility of being affected) or their representatives, in order to take preventive and mitigating measures.

4. Establish appropriate and effective grievance mechanisms, and provide relief and corrective action through appropriate procedures and dialogue, in the event of our business activities causing or evidently contributing to human rights violations.
5. Prevent reoccurrence of human rights violations by evaluating and verifying the effectiveness of current measures, while taking both internal and external opinions into consideration.

4. Information disclosure

We disclose the progress of our human rights activities through our website and other communication channels.

5. Understanding, promoting, and penetration

In order to promote and integrate this policy into all our business activities, we strive to appropriately and efficiently educate and raise awareness of all executives and employees.
We will also communicate this policy to our business partners and their concerned business parties, and ensure their understanding and thorough implementation.

[Established] October 2020 [Revised] January 2025

▶ Click here for specific initiatives

Customer Harassment Policy

Under the corporate message "FamilyMart, Where You Are One of the Family," FamilyMart views the local community as a family and is committed to providing safe, reliable, and high-quality products and services. We aim to meet customer expectations and adhere to legal compliance while focusing on environmental sustainability and human rights. Our goal is to contribute to building a sustainable community and society through these efforts.

However, some customers using FamilyMart's services have engaged in behaviors that amount to customer harassment. Such actions harm the dignity of each individual employee at FamilyMart and contribute to the deterioration of a safe and comfortable working environment.
To continuously provide safe, secure, and high-quality services, it is essential to take firm action against acts of customer harassment and to ensure the safety of each individual employee. Therefore, we have established the "FamilyMart Customer Harassment Policy" as follows.

Response to and Initiatives for Addressing Customer Harassment

To protect the safety of each individual employee at FamilyMart, if customer harassment occurs, we will coordinate with external experts such as the police or lawyers to ensure appropriate action is taken, and we will address the situation strictly in accordance with this policy.

- Clarification of Corporate Stance through the Disclosure of the "FamilyMart Customer Harassment Policy"
- Procedures for Informing, Educating, and Responding to Issues for Each Individual Employee at FamilyMart
- Implementation of Education and Training for Each Individual Employee at FamilyMart
- Establishment of a Consultation and Reporting System for Each Individual Employee at FamilyMart

Definition of Customer Harassment

Complaints or behavior from customers that are deemed unreasonable, or where, considering their validity, the means or manner of fulfilling the request is socially inappropriate and may potentially harm the working environment of each individual employee at FamilyMart.

[Examples of relevant behaviors] *The following are examples and are not limited to these.

- Physical and psychological attacks (assault, injury, threats, slander, defamation, insults, abusive language) and intimidating behavior
- Continuous or Persistent Behavior
- Discriminatory Behavior and Sexual Conduct
- Personal Attacks and Demands
- Posting of personal information, etc., on social media and online (including publication of photos, audio, and video)
- Demanding Unreasonable or Excessive Services
- Demands for product exchange, monetary compensation, or apologies without valid justification

FamilyMart is committed to respecting the human rights of each individual employee and to continually maintaining a safe and secure working environment for all.

[Enacted] September 2024

Environmental Policy

FamilyMart will work earnestly to become a store that is rooted closely and evolves as an integral part of the local community. We will foster close ties with business partners like a family, and want customers to feel part of the neighborhood family.
We will contribute to the sustainable development of local communities through environmentally conscious initiatives that are based on our principles. To promote this, we periodically evaluate the environmental impact of our business activities and set environmental goals, and improve our environmental performance.
Moreover, we have set the following policy to continuously remedy of the environmental management system, and also work on preventing pollution and protecting the environment.

I. Caring for the environment through our business activities

(1) Continue providing high-quality products and services that impress customers by always keeping in mind environmental considerations, safety, and reassurance when developing and selecting products and services.
(2) For product delivery we aim to build and operate a continually efficient delivery system while at the same time promoting the use of low-polluting delivery vehicles.
(3) In our stores we are introducing equipment and materials that contribute to conserving energy and materials.
We also strive to appropriately maintain our equipment and properly dispose of used equipment.
(4) During store operation we engage in environmental activities that always take into consideration the community, society, and nature.
Further, the waste generated by our stores is properly processed and recycling promoted.
(5) All offices undertake energy and resource conservation, recycling, and the proper disposal of waste while promoting waste reduction.
In addition, vehicles with a low environmental load are being introduced for use as company vehicles and employees always drive keeping the environment and safety in mind.

II. Respecting environmental laws and regulations

Fulfill our duty to observe the environmental laws, regulations, and related requirements.

III. Organizations and awareness-raising

Create an organization and operation system for the Environment Management System. Further, we conduct awareness activities to make the environmental policy known to everyone in the organization and improve consciousness of environmental preservation and consideration.

[Established] November 1998 [Revised] September 2019

▶ Click here for specific initiatives

Biodiversity Conservation Policy

Based on our corporate slogan of “FamilyMart, Where You Are One of the Family,” we regard the local community as family and hope to continue as an important presence in the community by providing convenience and helping to solve local issues.
On the other hand, we recognize that the business activities we carry out together with local communities are both supported by and have an impact on biodiversity, which is the source of nature’s bounty, and that biodiversity loss is a global issue.
As such, we therefore support the Kunming-Montreal Global Biodiversity Framework*1 and promote initiatives to achieve a circular economy and nature-positive future (nature restoration), aiming for a future where we coexist with nature and where our “family” is happy.

◆ Together with the local community
・Recognize that we are dependent on domestic and overseas ecosystems and local communities for our business activities and aim to reduce the negative impact we have on them.
・Cooperate with local producers, support sustainable production (including the acquisition of sustainability certifications), and continue to evolve supply chains with close ties to the community.

◆ Through products and stores
・Promote local biodiversity initiatives and business development, recognizing the role of convenience stores as social infrastructure.
・Actively promote the procurement of sustainable raw materials, such as adopting environmentally friendly containers and packaging when developing products and services.
・Promote the use of renewable energy and effective resource use for store operations in an effort to reduce environmental impacts.

◆ Toward stakeholder collaboration

・Communicate the importance of biodiversity to our customers through our products and services, striving to connect that importance to individual consumption behavior.

・Strive to restore biodiversity and carry out awareness-raising activities through communication with NPOs, educational institutions, local governments, etc.

・Foster understanding and knowledge of biodiversity among franchised stores and employees to create a society that nurtures biodiversity.

・Expect vendors and suppliers to give consideration to biodiversity as much as possible.

We will establish a management system and disclose information on these policies in accordance with the TNFD*2

*1 ：The 2030 global target adopted at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15).

*2 ：Taskforce on Nature-related Financial Disclosures: A taskforce that establishes a framework for the appropriate assessment and disclosure of corporate risks and opportunities related to natural capital and biodiversity.

[Established] May 2010 [Revised] July 2023

Priority Matters

◇Original product initiatives

・Work with local producers to promote the effective use of local products and encourage sustainable production.

・Promote sustainable raw material procurement, including the introduction of certified raw materials.

・Promote effective use of out-of-specification foods (size, shape, etc.) to reduce food waste during production.

◇Plastic product initiatives

・For containers and packaging of our original products, aim to achieve 60% environmentally friendly materials by 2030 and 100%* by 2050.

・Review the design of containers and packaging for our original products to reduce the amount of plastic used.

・Aim to reduce the amount of petroleum-based plastic used in cutlery and straws to 50% by 2030 compared against 2019.

*Aiming to achieve a 70% rate of environmentally friendly materials in our products by 2030, including office supplies.

We will also analyze our dependence and impact on biodiversity, and identify matters to address further.
As a whole, we will promote initiatives through our stores that will lead to better understanding of biodiversity and biodiversity-aware consumption behavior.

▶ Click here for specific initiatives

Sustainability Procurement Principles

In its business activities, FamilyMart accepts the social responsibility of working toward realizing a sustainable society such as preserving the global environment and protecting human rights.
For this purpose, we are pursuing business activities that are based on the spirit of mutual development (CO-GROWING) in line with fair rules for producers and business partners, realizing sustainable growth and focusing on the principles below.

1. We preserve biodiversity, eliminate natural resource transactions, gathering, and fishing conducted illegally.
2. We reuse renewable resources to protect natural resources at extreme risk of depletion.
3. As the safety, security and health of customers is the highest priority, we work to secure the traceability of agricultural, livestock and marine products and disclose information to customers that is easy to understand.
4. We comply with laws and social norms and aim at a sustainable society together with producers and business partners who take social responsibility, including human rights, workers, health and safety, and global environmental preservation.

[Established] February 2018

▶ Click here for specific initiatives

Sustainability Action Guidelines for Supply Chain

1. Comply with laws and regulations

We comply with international norms as well as the laws and norms of countries and regions where we conduct business and engage in conscientious business activities.

2. Human rights

We respect individuals and their rights regardless of race, skin color, nationality, language, religion, thought, age, sex, sexual orientation, gender identity, gender expression, with or without disabilities, property, employment type, etc. and we do not participate in human rights abuses.
We commit to the health and safety of our employees by providing a comfortable working environment. In addition, we also prohibit discrimination, inhumane treatment and forced labor in hiring and employment.

3. Fair business

In accordance with sound business custom when doing business, we conduct business based on appropriate conditions and work against corruption in all forms including extortion and bribery.

4. Environment

We strive to preserve the environment, nature and biodiversity, and prevent pollution, addressing climate change through measures such as reducing greenhouse gas emissions and reducing energy consumption. We are also working towards creating a sustainable society by reducing, properly disposing of and recycling waste, as well as cutting back and optimizing our resource consumption.

5. Product quality & safety

We provide products and services that are safe, reliable and healthy for customers, and in the case of accidents or defects, respond by quickly disclosing information and notifying competent authorities.

6. Synergy with local communities

We connect with activities related to development of local communities, we contribute to a better regional life through being environmentally responsible for impacts around business sites and plants.

7. Supply chain system maintenance

Based on social norms and in response to social demands, we are working to build a sustainability promotion system and internal control systems, as well as maintain risk control systems. We are also increasing sustainability awareness of and dissemination in our own supply chain.

[Established] February 2018 [Revised] June 2023

▶ Click here for specific initiatives

Social Contribution Policy

Through this Policy, FamilyMart works for balanced development at the international and regional levels, and for greater spiritual affluence in society.

1. As a company with international operations, we contribute to realizing a prosperous global community and to activities that protect and nurture the environment.
2. To meet the expectations of local communities and win their trust, we take care to build links and live in harmony with them.
3. As part of our role in helping create safe, secure neighborhoods, we support the sound development of youth.
4. We support the individual efforts of our employees to get involved in social contribution activities.

[Established] March 2007

▶ Click here for specific initiatives

Sustainability Promotion Structure

FamilyMart has established a Sustainability Committee to oversee company-wide sustainability activities, approving action plans and managing progress.
To promote sustainability, each department implements specific sustainability activities through their own operations, based on FamilyMart 's basic policies, medium- to long-term plans, and decisions made by the Sustainability Committee.



Members of the Sustainability Committee for FY2026

Chairperson	CMO* (and Head of Marketing) *CMO: Chief Marketing Officer
Committee Members	General Manager of Operations Support Division, General Manager of Construction and Property Management Division, General Manager of Merchandise Division, General Manager of Lifestyle Division, General Manager of Manufacturing Infrastructure and Quality Control Division, General Manager of Logistics Division, General Manager of Corporate Planning Division, General Manager of Administration Division, Assistant General Manager of Marketing Division, General Manager of Store Operations Support Division, General Manager of Energy Management Division, General Manager of Product Planning and SV Support Office, General Manager of Manufacturing Infrastructure Development Division, General Manager of Logistics Planning Division, Full-time Auditor

Sustainability promotion structure in each division

Each department head is designated as the person responsible for promoting sustainability, and these department heads appoint department heads or higher-ranking members of their respective departments as "Sustainability Promotion Leaders." The department heads and promotion leaders work together to lead sustainability initiatives in each department. Furthermore, as a bottom-up initiative, "promotion members" in each department take on challenges related to sustainability, ensuring that everyone in the organization participates in and drives these activities.

Make it a rule to incorporate sustainability elements into action plans set by division chiefs and general managers

Since the launch of the "With Sustainability!" initiative in fiscal year 2022, all department heads and managers have incorporated sustainability initiatives into their respective departmental action plans in order to promote sustainability in a unique way. We are working to execute and achieve these plans while leveraging the unique characteristics of each department's operations.

Sustainability Promotion Leaders Lead Activities in Each Department

Sustainability Promotion Leaders work to ensure that each department understands and implements sustainability principles and incorporates them into their operations, and they lead efforts suited to the characteristics of their department's operations.
Leaders themselves issue "with ○○ declarations" demonstrating their commitment, and further, by conducting "sustainability workshops" in each department, we aim to ensure that each member takes ownership of sustainability and integrates it into their daily work.

Related links

▸ Corporate Governance ▸ Operational and Other Risks ▸ Compliance

Identifying Material Issues

Identification Process of Material Issues

FamilyMart believes that precisely because it operates convenience stores, which are an integral part of people's lives, it is important for it to adapt to changes in society and respond thoroughly to the requests and expectations of its stakeholders. Therefore, in order to understand and manage the impact of FamilyMart 's business on society, we identified Material Issues (materiality) for the first time in fiscal year 2017. In fiscal year 2019, taking into account the shift to a business structure solely focused on convenience stores, we re-examined the external environment, social issues, and the expectations and demands of stakeholders, and reviewed our "Material Issues." In the process of reviewing Five Material Issues identified in this way, and Four Foundations that support their resolution, we clarified our policy of contributing to the achievement of the SDGs by contributing to the resolution of social issues through our business, and thereby connecting this to the realization of FamilyMart 's fundamental philosophy.
Moving forward, the Sustainability Promotion Department will continue to collaborate with the departments responsible for each issue, and under the Sustainability Committee, we will implement a FamilyMart Environmental Vision 2050 cycle to address the goals and KPIs formulated for each Material Issues, including the medium- to long-term environmental goal "FamilyMart Eco Vision 2050," in order to continue and strengthen more effective sustainability activities.

Review and identification process for Material Issues (materiality)

STEP1

Identifying, organizing, and extracting issues

Extract issues related to our company through external and internal environment analysis.

External environment analysis

We conduct comprehensive analysis of SDGs, international standards, norms and initiatives, ESG evaluations, customer requests, as well as the activity indicators of benchmark companies.

- **Key analytical indicators:** SDGs, Paris Agreement, UN Global Compact, GRI Standards, SRI/ESG assessment, SASB, industry targets, etc.

Internal Environment Analysis

Analyze our basic philosophy, standards, business strategy, etc.

- Basic philosophy, business plans, various policies, etc.

STEP2

Materiality assessment

We will evaluate and verify the importance of the identified issues in terms of their impact on society and our company, and identify Material Issues (draft).



STEP3

Validity assessment

Through repeated exchanges of opinions with the departments responsible for each issue, and reviews and exchanges of opinions with external experts, we verified the validity and consistency of the issues and created the "Final Draft of Material Issues Matrix."

STEP4

Identifying Material Issues

The "Final Draft Material Issues Matrix" created in STEP 3 was classified into Five Material Issues and four foundational themes that support their resolution, taking into consideration their connection to the basic philosophy, contribution to the SDGs, and ease of dissemination and understanding Four Foundations inside and outside the company. These were approved by the management meeting and confirmed by the board of directors before being finalized.

STEP5

Setting goals and KPIs for Material Issues

For each Material Issues, considering industry trends, demands from stakeholders and society, and the progress of our company's activities toward each issue, the department in charge of that issue and the Sustainability Promotion Department collaborated to consider proposed targets and KPIs. These were then discussed and reviewed for appropriateness by the Sustainability Committee before being finalized. Going forward, we will regularly report and review progress toward the targets to enhance the effectiveness of our initiatives.

FamilyMart 's Material Issues

1. Contributing to the "future of the region and the earth" through environmental considerations



Issues that FamilyMart must address

- Continuous improvement of the environmental management system
- Efforts to reduce food waste
- Climate change mitigation and adaptation
- Sustainable resource use and prevention of environmental pollution
- Biodiversity Conservation

Evolving into a people-oriented hub for revitalizing the local community



Issues that FamilyMart must address

- Development and revitalization of local communities
- Disaster prevention and support for affected areas
- Healthy Development of the Next Generation
- Supporting and collaborating with NGOs and NPOs
- Cooperation with local governments

3. Creating safe and secure products and services that realize a "convenient and prosperous life"



Issues that FamilyMart must address

- Providing products and services that enrich people's lives
- Improving convenience through digitalization
- Rapid response to customer feedback

4. Pursuing a sustainable supply chain together with our business partners



Issues that FamilyMart must address

- Promoting fair and transparent business activities
- Responsibility for safe and reliable products and services
- Building responsible supply chain management/Promoting sustainable raw materials procurement

5. Creating a rewarding organizational culture and developing our people



Issues that FamilyMart must address

- Diversity & Inclusion
- Human Resource Development Initiatives
- Healthy, safe and comfortable working environment

Stakeholder Engagement

FamilyMart 's Stakeholders



FamilyMart aims to contribute to building a sustainable society, and believes that proactive and ongoing constructive dialogue and collaboration with stakeholders is essential. Based on this approach, we create opportunities to directly hear the needs and expectations of stakeholders regarding the responsibilities and roles that the company should fulfill in society through its business activities. We use the valuable opinions and requests we receive to review our key issues and improve our business activities, leading to higher quality product development and services, as well as improved brand management.

Promoting this type of engagement also helps build good relationships with stakeholders and is a fundamental activity that supports our evolution into a company that is even more trusted by society.

We have had the opportunity to hold numerous engagement events and received many opinions and requests. Below, we would like to introduce the status of our main stakeholder engagement activities.

Click here to read the Partnership Building Declaration(JP)

Click here for the Multi-Stakeholder Policy(JP)

FamilyMart policy on customer harassment can be found here(JP)

FamilyMart 's Stakeholder Engagement

Customers

Method/Content	Achievements and Evaluation (FY2025)	Response/Plan
Daily sales activities at the store	**Approximately 16,400 stores** nationwide, with a total of **approximately 15 million** customers visiting per day.	Development and improvement of products and services that meet consumer needs
Receiving and responding to opinions and requests at the Customer Service Center	Number of customer service inquiries: **82,661**	Improving the quality of store operations, including product lineup, customer service, and cleanliness
FamilyMart's app "FamiPay" delivers information optimized for each individual user	FamilyMart's app "FamiPay" has accumulated **approximately 30 million** downloads (as of 2026).	Improving communication opportunities through store facilities and digital technology
Information dissemination via in-store digital signage	Number of stores with digital signage installed: **Approximately 11,000 stores** (as of March 2026)	
Information dissemination through websites and communication via SNS	Official X account (@famima_now): **Approximately 6.2 million followers** (as of June 2026)	

Local Community

Method/Content	Achievements and Evaluation (FY2025)	Response/Plan
Revitalizing local communities through support for children and the elderly	Developing problem-solving sustainability activities through collaboration agreements with local governments, NGOs/NPOs, and schools	Expansion of community-based events and programs in stores and online
	"Famima Children's Cafeteria": As of May 2026, it has been held **770 times** since its inception in fiscal year 2019, with **approximately 9,000** participants.	An event where children can not only eat together but also experience cashiering and arranging products.
SDGs awareness-raising activities for elementary school to high school students	The "Thank You Letter Contest," a project sponsored by the Ministry of Education, Culture, Sports, Science and Technology, has been held **17 times**, with a total of **approximately 25,000 participating schools and organizations, and over 460,000 entries.**	
	Famima Academy (off-site lessons)	Employees from a wide range of departments will be appointed as instructors to improve the quality of programs that meet the needs of the educational field.
Regional Comprehensive Cooperation Agreements with Local Governments	Comprehensive partnership agreements concluded with all **47 prefectures nationwide**	
Working with NGOs/NPOs to solve social issues	FamilyMart Food Drive: **5,001 stores** across 47 prefectures (as of May 2026)	In order to further enhance food donations, we will continue to work to increase the number of participating stores and to develop cooperative partners.
	The total number of organizations that have received grants to date, aimed at supporting "children's cafeterias," is **6,758** (as of May 2026).	Provision of subsidies through FamilyMart Connecting, Connecting, Children's Cafeteria Support Project
In-store donation collection activities to support NGOs/NPOs activities and disaster recovery efforts	Actual in-store fundraising amount for fiscal year 2025: **Approximately 440 million yen**	Effective use of in-store donations, corporate donations, and solutions to social issues
	Regular communication with NGOs/NPOs	
Dialogue with the local community through daily store operations	Crime prevention, such as preventing special fraud, and disaster prevention and disaster support efforts	Continuing to provide customer service that is considerate of each individual customer

Affiliated stores/store staff

Method/Content	Achievements and Evaluation (FY2025)	Response/Plan
Communication with stores through online events and direct visits by top management	Direct visits to affiliated stores: Approximately **50 stores** nationwide	Building deeper relationships of trust between franchisees and headquarters
Supervisor patrols the store	Advice, evaluation and guidance on store management, and regular checks on implementation status	Promoting store management efficiency, expanding support, and improving profitability
Holding of management policy/product policy briefing sessions	"FamilyMart EXPO" exhibition for franchisees held **once a year** (**twice a year** online)	Reduce store operations and promote digitalization
Strengthening and improving various support systems for store managers and store staff	Health check-up support services provided to affiliated stores and store staff: **3,653 cases**	
Consultation reception and visits by the franchisee consultation room	Number of consultations with the affiliated store consultation office: **2,416 items** We use online consultations. **220 items** Store visits by counselors: **2,686 members**	
Information distribution via portal site and affiliated store newsletter	Information provided through the merchant portal site Publication of the member store newsletter "FAMILY": **10 times** Family Talk, an online talk event for member stores: **4 times/approx. 250 people**	

Business Partners

Method/Content	Achievements and Evaluation (FY2025)	Response/Plan
Sharing, coordinating and implementing sustainability-related policies and product policies	We have informed our **501 business partners** about our sustainability policies.	Increase understanding and support for FamilyMart sustainability-related policies
Promoting sustainable procurement in the supply chain	SAQ (Self-Check Questionnaire) administered to business partners: **177 companies**	Expanded scope of supplier SAQ and monitoring audits
	Implementation of monitoring audits for business partners: **20 companies**	Improve response rates to supplier surveys
	Inspections conducted at contract manufacturing plants for prepared foods: **72 plants**	
	Implementation of human rights checklists: **72 factories**	
Operation and response of customer consultation desk	Operation of employee hotline and business partner helpline: **94 cases per year**	

Employee

Method/Content	Achievements and Evaluation (FY2025)	Response/Plan
Messages from the top management, direct visits, and online communication	Message from the top: **15 times** Visits to offices across the country to meet with managers: **300 people** Direct communication through roundtable discussions: Total number of participants **Approximately 100 people**	
Employee opinion survey	Employee engagement survey conducted annually: **97.7%** response rate	
Conducting diversity penetration surveys and LGBTQ education	Diversity penetration survey: Response rate **95.3%** (January 2026)	Promoting diversity and inclusion
Enhancement of in-house awareness-raising and systems regarding "Business and Human Rights"	E-learning and post-course confirmation test: **100%** participation rate and correct answer rate	Identify the negative impacts on business and establish mechanisms and systems for prevention
Providing LGBTQ education	ALLY*1 Number of declared supporters: **Approximately 1,500** (June 2026)	Create opportunities to learn about and understand LGBTQ, and expand the circle of ALLYs who understand and support LGBTQ.
Employee training/self-development	Training time per person: **37.2 hours**	Creating a systematic training program to enhance and maximize the capabilities of employees
Childcare, nursing care, etc. systems	Sukusuku Leave *2: Acquisition rate **51.2%** Number of certified dementia supporters: **3,834**	Expansion of various systems to suit different life stages
Promoting the active participation of people with disabilities and expanding job opportunities	Hiring new graduates with disabilities at stores and expanding job opportunities for mid-career hires	Expanding the network with special needs schools and employment transition support businesses, and accepting tours and internships
	Employment rate for people with disabilities: **3.3%** (as of June 1, 2025)	
Promoting health and productivity management	Health awareness survey: Response rate **96.5%** (June 2025) Stress check: **96.5%** response rate (June 2025)	Promoting mental and physical health
Information dissemination via portal site and online company newsletter	Providing information through the employee portal site Distribution of online company newsletters: **Approximately 200**	
Promoting employee interaction across departments	Cross-departmental exchange event "Fami Talk" held: **12 times**	
Making sustainability a personal issue "With Sustainability!" Activities	Internal communications on sustainability, "with Sustainability! Newsletter" issued: **12th issue**	

※1 Someone who understands LGBTQ and actively supports and acts against them.

※2 Paid childcare leave available to both men and women until the child reaches the first year of elementary school (up to five days per year regardless of the number of children. Can be taken in one-day increments).

Cooperation with the international community

Supporting the initiative

We believe that resolving social issues such as climate change and human rights is essential for our own growth, and we support various initiatives to that end.

United Nations Global Compact

Activities:
The United Nations Global Compact is a global initiative to achieve sustainable growth in the international community, centered on 10 principles in the four areas of human rights, labor, the environment, and anti-corruption, and participating companies and organizations are expected to take action to create a better world. We signed the United Nations Global Compact in September 2017. We have formulated our Human Rights Policy based on these principles.

TCFD (Task Force on Climate-Related Financial Disclosures)

Activities:
The TCFD is a task force established by the Financial Stability Board (FSB) at the request of G20 finance ministers and central bank governors. It aims to ensure proper capital allocation, efficient financial markets, and a sustainable and stable economy by examining how companies should disclose information on risks and opportunities associated with climate change and enabling appropriate evaluations by investors. FamilyMart endorsed the purpose of the TCFD's final report in February 2020. We will disclose information on the four core elements of organizational management recommended by the TCFD: "governance," "strategy," "risk management," and "metrics and targets."

TNFD (Taskforce on Nature-related Financial Disclosures)

Activities:
This organization supports discussions and activities at the TNFD, an international organization established to build a framework for corporate risk management and disclosure regarding natural capital and biodiversity. The TNFD Forum provides support with expert knowledge for building an information disclosure framework and shares information related to the TNFD.

Japan Climate Initiative

Activities:

This is a network where Japanese companies, local governments, NGOs, and others who are actively working to combat climate change can share information and exchange opinions. Companies that support "joining the world at the forefront of decarbonization from Japan" participate.

Decarbonization Management Promotion Network

Activities:

We are holding study sessions and exchanging information as part of the "Program to Promote Improvement of Corporate Value through Carbon-Free Management" developed by the Ministry of the Environment to promote and support the efforts of companies to reduce greenhouse gas emissions throughout their supply chains and to achieve carbon-free management.

Clean Ocean Materials Alliance (CLOMA)



Activities:

In order to solve the problem of marine plastic waste, a new global issue, we aim to promote the sustainable use of plastic products and the development and introduction of alternative materials, and to accelerate innovation through public-private partnerships.

Green Purchasing Network



Activities:

This is a network that promotes green purchasing in all fields in order to build a social system based on sustainable production and consumption. It aims to make all products and services green, and to turn all organizational purchasers and individual consumers into green consumers.

Food Safety Management Association

Activities:

With the aim of improving food safety, quality control, and trust-keeping efforts of food-related businesses, we are engaged in establishing, operating, and standardizing food safety management standards and certification schemes, as well as developing human resources involved in these activities.

Japan Retail Association

Activities:

An industry association made up of various retail businesses in Japan, it carries out various activities to promote the development of the retail industry, including research into business continuity plans (BCPs), labor shortages, and the declining birthrate and aging population, among other social issues related to the retail industry.

Japan Franchise Association

Activities:

The organization is primarily made up of companies that operate franchise businesses, with the aim of promoting the healthy development of the franchise system, and also works to address various social issues that require an industry-wide response.

Towards achieving the Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) were adopted at the United Nations Summit in September 2015 as international goals aimed at creating a sustainable and better world by 2030. They aim to achieve various goals, including those addressing poverty and hunger, health and welfare, sustainable production and consumption, and climate change. As a company that constantly provides new value, FamilyMart will contribute to the sustainable development of society, work to resolve social issues, and reduce environmental impacts, thereby helping to achieve the SDGs.



Addressing Material Issues

Addressing Material Issues



Material Issues 1:
Through environmental considerations Contributing to the future of local communities and the planet

- Social background and awareness of issues
- Continuous improvement of the environmental management system
- Efforts to reduce food waste
- Climate change mitigation and adaptation
- Sustainable resource use and prevention of environmental pollution
- Biodiversity Conservation



Material Issues 2:
Evolving into a people-oriented hub for revitalizing the local community

- Social background and awareness of issues
- Development and revitalization of local communities
- Disaster prevention and support for affected areas
- Healthy Development of the Next Generation
- Supporting and collaborating with NGOs and NPOs
- Cooperation with local governments



Material Issues 3:
To realize a "convenient and fulfilling life"
Creating safe and secure products and services

- Social background and awareness of issues
- Providing products and services that enrich people's lives
- Improving convenience through digitalization
- Rapid response to customer feedback



Material Issues 4:
Together with our business partners Pursuing a sustainable supply chain

- Social background and awareness of issues
- Promoting fair and transparent business activities
- Responsibility for safe and reliable products and services
- Building responsible supply chain management/Sustainable raw material procurement



Material Issues 5:
Creating a rewarding organizational culture and developing our people

- Social background and awareness of issues
- Diversity & Inclusion
- Human Resource Development Initiatives
- Healthy, safe and comfortable working environment

Related links

- Towards achieving the Sustainable Development Goals (SDGs)
- Material Issues Identification Process

Material Issues 1: Contributing to the "future of the region and the planet" through environmental considerations



Social background and awareness of issues

With the international community reaching an agreement on the Sustainable Development Goals (SDGs), the establishment of goals and frameworks for mitigating and adapting to climate change and creating a circular economy is accelerating, and expectations for companies to take action are growing.

FamilyMart 's daily business activities result in annual CO2 emissions of approximately 6.74 million tons, and the amount of waste generated from its stores is approximately 240,000 tons, of which about 50,000 tons is food waste. We believe that proactively taking measures to address these environmental challenges is not only important for FamilyMart 's business but also a social responsibility.

Therefore, FamilyMart has established environmental policies and biodiversity conservation policies, and has also formulated the "FamilyMart Environmental Vision 2050" as its medium- to long-term environmental goals.

FamilyMart has set numerical targets for three issues that it particularly prioritizes, namely (1) greenhouse gas reduction, (2) plastic waste reduction, and (3) food waste reduction, and is actively working to solve environmental problems.

FamilyMart has stores nationwide and serves as social infrastructure, which is why we want to contribute to the realization of a sustainable society as a company that contributes to the SDGs.

Our Vision

FamilyMart regards the local community as a "family" and aims to contribute to creating a sustainable community and society in addition to providing products and services. Based on this concept, we are working to solve environmental problems through our environmental management system.

In our activities, we not only comply with environmental laws and regulations, but we also set numerical targets related to sustainability, including the "FamilyMart Environmental Vision 2050," and work towards achieving those targets.

Initiatives

- Continuous improvement of the environmental management system ▸
- Climate change mitigation and adaptation ▸
- Biodiversity Conservation ▸
- Efforts to reduce food waste ▸
- Sustainable resource use and prevention of environmental pollution ▸

Basic Concept

Since March 1999, FamilyMart has obtained ISO 14001 certification for all of its stores and business locations, and is working to create environmentally conscious convenience stores in accordance with its environmental management system.
We will continue to strengthen our environmental management system and promote further environmental initiatives.

- Environmental Policy ▸
- Biodiversity Conservation Policy ▸
- FamilyMart Environmental Vision 2050 ▸

Value created

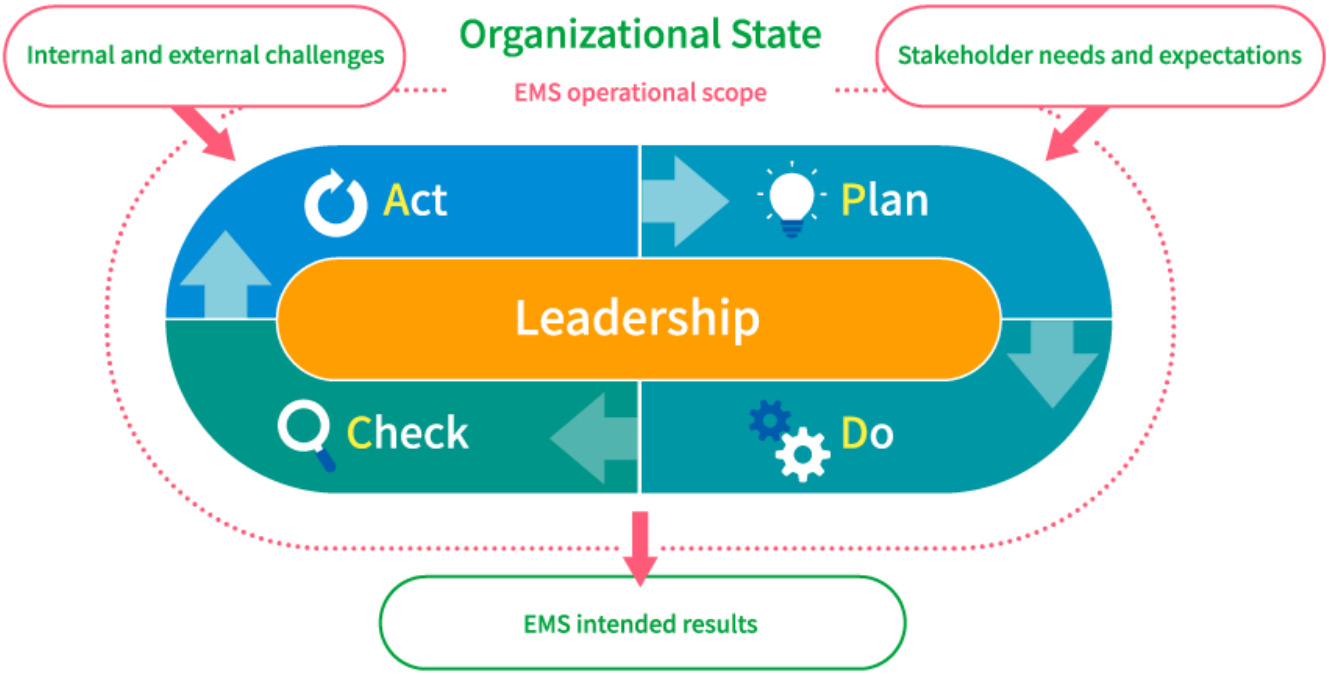
FamilyMart, which has a nationwide store network, is working with local communities and business partners to promote environmental initiatives throughout the supply chain. We will expand more reliable and efficient environmental measures through our business, taking into account everything from store facilities and sales activities to environmental beautification in each region.

Promotion Structure

The Sustainability Promotion Department works with divisions, offices, and regional offices to address sustainability issues, including environmental issues, based on the Sustainability Implementation Plan.
The core of these activities is the maintenance and improvement of the store's environmental management system. When supervisors who provide consulting services visit stores regularly, they communicate guidelines and improvement measures regarding the environmental management system to the stores, ensuring that all stores are operating properly.

Continuous improvement of the environmental management system

Environmental Management System

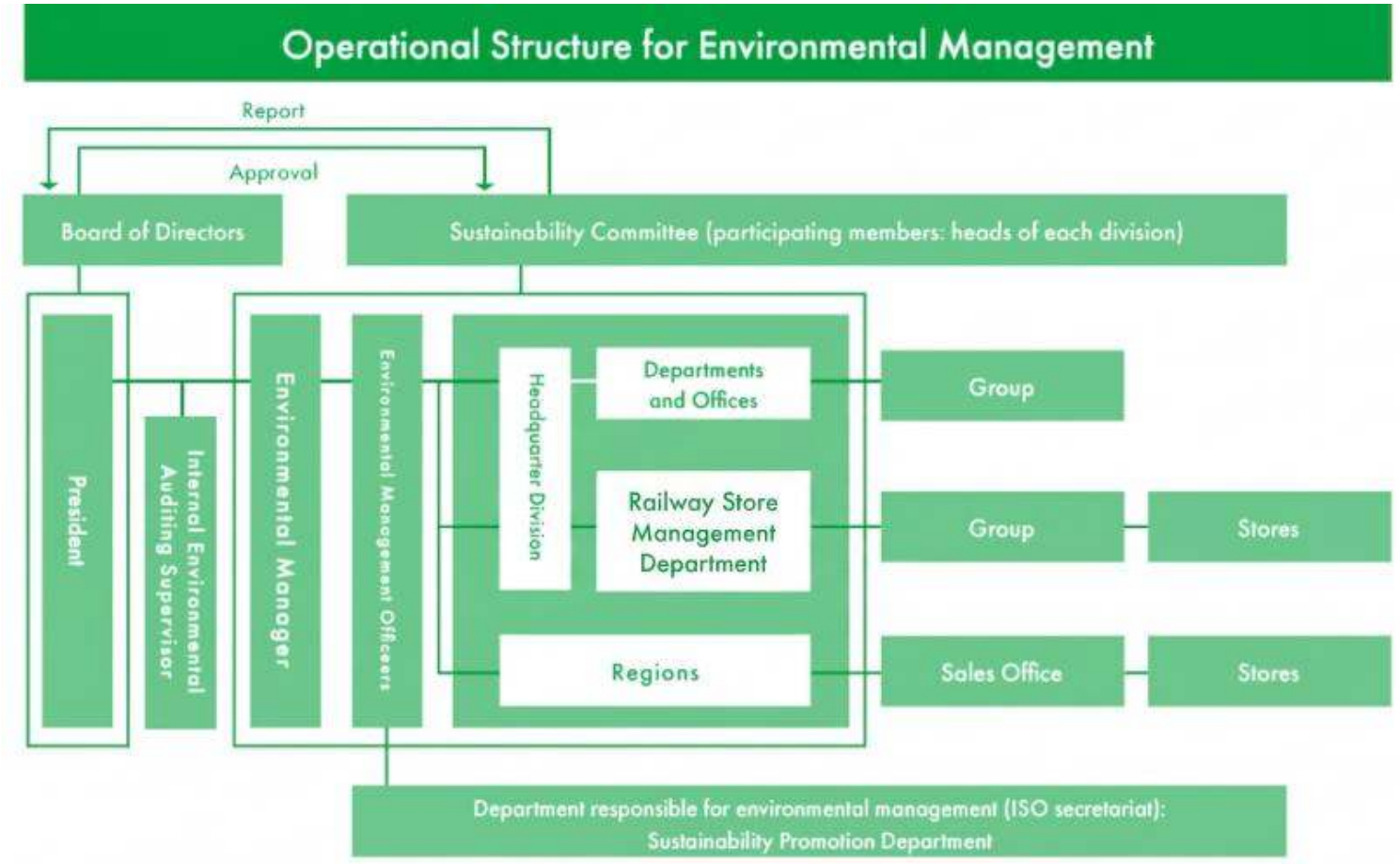


In order to promote environmental management in accordance with its basic philosophy, sustainability policy, and environmental policy, FamilyMart is establishing an Environmental Management System (EMS) based on the international standard ISO14001 for all of its business locations.

Environmental Management System Promotion Structure

Since 1999, we have been promoting an environmental management system through a company-wide system headed by the president, and are working to continuously improve the environment at all stores and offices.
In addition to regular inspections by external inspection agencies, we have strengthened our internal environmental audit system by employees of the Sustainability Promotion Department to thoroughly check the status of operation.
In fiscal 2025, we conducted internal environmental audits of major departments at the head office, all regions that oversee the regions, and all stores, and were approved for continued certification in an ISO 14001 audit by an external organization.
In each department, an "Environmental Promotion Officer" is responsible for the operation and progress management of the sustainability implementation plan. The results, as well as evaluations from internal audits and external reviews, are reported to the "Sustainability Committee." Finally, the committee reports to the Board of Directors, and the plan is approved as a company-wide initiative. This is the reporting and approval flow we operate under.

EC14J0005



Sustainability Committee

The Sustainability Committee is chaired by Chief Marketing Officer (who is also the General Manger of the Marketing Division), who is also the company's highest environmental officer, and consists of department heads as members. It meets once every six months.

The committee will review matters related to FamilyMart 's sustainability activities that are submitted to it, such as verifying and evaluating the progress of sustainability implementation plans and proposing new measures.

Environmental advocate

The heads of each division and office act as environmental promoters and are responsible for formulating and implementing sustainability implementation plans for their respective departments, checking progress on a quarterly basis, and verifying and correcting activity results as part of efforts to resolve FamilyMart 's five important issues (materiality).

Five important issues (materiality)

Five Important Material Issues (Materialities)	Related SDGs
1 Contributing to the future of the earth and its regions through environmental consideration	
2 Evolving as a regional revitalization base close to the community	
3 Creating safe and reliable products and service that bring convenience and richness to everyday life	
4 Working with suppliers to pursue sustainable supply chains	
5 Building a motivated organizational culture and human resources	

Conducting internal environmental audits and renewal audits by external auditing organizations

We conduct annual internal environmental audits of all our stores and business locations to ensure that our environmental management system is operating properly and efficiently based on the PDCA cycle. Furthermore, we obtained ISO 14001 certification in March 1999 and have undergone regular audits by external certification bodies ever since. In November 2025, we underwent a triennial ISO 14001 renewal audit covering our stores, regional business locations, and key departments at headquarters, and our certification was renewed.

Management Review

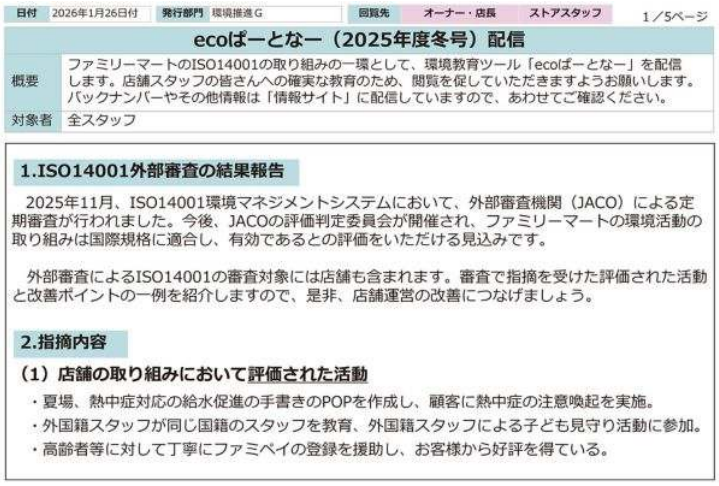
Every year, we check the effectiveness of our environmental management system based on the results of our sustainability activities. We share the identified improvements for the following year within the company to ensure continuous improvement of our environmental management system.

Environmental Education

From the sales managers and supervisors who support store operations to the store managers and store staff, everyone works together to promote environmental education and awareness-raising activities.

Environmental education for franchisees

"Eco Partner" is published three times a year for store managers and store staff at all FamilyMart stores, explaining environmental laws and regulations and activities that can be done at the store to reduce CO2 emissions. Since fiscal 2019, the information has been distributed to stores as data, and by making it easy for everyone, including store staff, to see, we aim to raise environmental awareness and ensure thorough activities. In addition, each store can use the various checklists distributed to carry out self-inspections, which leads to continuous improvements in environmental activities.



日付 2026年1月26日付　発行部門 環境推進G　回覧先 オーナー・店長 ストアスタッフ　1／5ページ

ecoぱーとなー（2025年度冬号）配信

概要	ファミリーマートのISO14001の取り組みの一環として、環境教育ツール「ecoぱーとなー」を配信します。店舗スタッフの皆さんへの確実な教育のため、閲覧を促していただきますようお願いします。バックナンバーやその他情報は「情報サイト」に配信していますので、あわせてご確認ください。
対象者	全スタッフ

1.ISO14001外部審査の結果報告

2025年11月、ISO14001環境マネジメントシステムにおいて、外部審査機関（JACO）による定期審査が行われました。今後、JACOの評価判定委員会が開催され、ファミリーマートの環境活動の取り組みは国際規格に適合し、有効であるとの評価をいただける見込みです。

外部審査によるISO14001の審査対象には店舗も含まれます。審査で指摘を受けた評価された活動と改善ポイントの一例を紹介しますので、是非、店舗運営の改善につなげましょう。

2.指摘内容

（1）店舗の取り組みにおいて評価された活動

・夏場、熱中症対応の給水促進の手書きのPOPを作成し、顧客に熱中症の注意喚起を実施。
・外国籍スタッフが同じ国籍のスタッフを教育、外国籍スタッフによる子ども見守り活動に参加。
・高齢者等に対して丁寧にファミペイの登録を援助し、お客様から好評を得ている。



節電チェックリスト

チェック項目を徹底できたか毎月1回チェックを行いましょう。
※点検結果は、○か×のどちらかを記入してください。

排出ゴミ分別状況チェックリスト

排出ゴミ分別状況の点検を毎月1回行いましょう。
※点検結果は、○か×のどちらかを記入してください。

Environmental education for employees

We provide all employees with an annual e-learning program to provide basic environmental knowledge as well as environmental laws and regulations related to store operations.
In fiscal 2025, we provided education to all employees on the "ISO 14001 system" and "compliance with environmental laws and regulations."

Related links

- Basic Policy

Efforts to reduce food waste

Basic Concept

While poverty and hunger exist in the world, a lot of food is thrown away. Goal 12 of the Sustainable Development Goals (SDGs) is "Responsible Consumption and Production," and aims to halve the amount of food wasted by stores and consumers by 2030.

Food waste not only places a burden on the environment, but also increases the costs of sorting and disposing of food. It also increases CO2 emissions from the transportation of waste, significantly affecting FamilyMart 's business operations. FamilyMart, whose main sales are food products and which generates approximately 50,000 tons of food waste across all its stores, has positioned efforts to reduce food loss as one of its key priorities. It will contribute to the transition to sustainable consumption and production patterns by improving the accuracy of product ordering, extending the shelf life of products through improvements to containers and packaging, and recycling food waste generated at its stores.

Goals based on Famima Eco Vision 2050

Reducing Food Waste

Food waste reduction (compared to 2018)

2030	2050
50% Reduction	80% Reduction

Details of the initiative

We will promote the reduction of food waste by improving the accuracy of product ordering and improving container and packaging to extend the shelf life of products.

We will use the food waste generated to make effective use of resources through initiatives such as food recycling loops.

▶ For an overview of "Famima Eco Vision 2050" click here

Store efforts to reduce food waste

Famima no Eco Wari (In-Store Discounted Prices)



We are working to reduce food waste by utilizing discounted sales (Famima no Eco Wari) on ready-to-eat meals such as rice balls and bento boxes, and by actively encouraging the sale of food items nearing their expiration date.
In order to further reduce food waste starting in March 2025, we changed the price reduction stickers to a "Teary-Eyed Sticker" design that appeals to consumers' emotions.
You can find more details about FamilyMart 's Teary-Eyed Sticker initiative by clicking the green button below.

▶ **FamilyMart 's Teary-Eyed Sticker**

Improved product ordering accuracy

In order to reduce food waste, stores strive to improve the accuracy of daily ordering and are working to reduce food waste due to expired sales dates.

Temaedori



Starting in October 2022, the Consumer Affairs Agency, the Ministry of Agriculture, Forestry and Fisheries, and the Ministry of the Environment, along with the Japan Franchise Association, have teamed up to implement the "Temaedori" initiative, which encourages customers to make more environmentally conscious purchases. If you plan to eat your purchase immediately, the initiative aims to reduce food waste by encouraging customers to proactively choose products from the front of the shelves.

Initiatives to reduce food waste through products

Products using non-standard ingredients

Ingredients that are still perfectly edible but are misshapen or left over during processing are valuable resources. With the motto "Turning waste into deliciousness," we transform them into appealing products using our unique ideas.

Effective use of "scraps and offcuts" generated during the manufacturing process

We regularly sell products that make effective use of leftover scraps and other offcuts generated during the production of bento boxes and prepared foods at our factory. These are parts that would not normally be used in products simply because they do not meet the size or shape standards, but there is no problem with their taste or quality.
For example, we sell rice balls made with leftover salted mackerel from bento boxes, a "Salmon Trio Bowl" using leftover salmon from sushi, and gratin made with bread crusts that are trimmed off during sandwich production. In addition, we are actively developing products that use off-spec ingredients that are generated during the production and distribution process of agricultural products.





Utilizing "mottainai bananas" to rescue discarded bananas

We have endorsed Dole Corporation's "mottainai bananas" project and have been selling products that make effective use of "mottainai bananas" since 2022. "mottainai bananas" are bananas that are perfectly fine in taste and quality but are discarded because they cannot be distributed to the market due to reasons such as being the wrong size or having blemishes. To date, we have sold a variety of products, including ice cream, beverages, bread, and confectionery.





Development of frozen rice balls and frozen bento boxes

To reduce food waste and improve the efficiency of logistics and delivery, we are selling frozen rice balls and frozen bento boxes at our stores in the Hokuriku region. The products are flash-frozen immediately after being made at our factory and then heated only after an order is placed, allowing you to enjoy a taste as if they were freshly made. Because they are frozen, there is less worry about them running out of stock at stores, making them easily available to customers anytime, and contributing to the reduction of food waste.

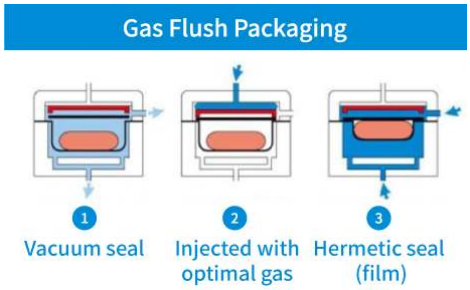


A "clearance sale" selling off surplus seasonal gift stock.

FamilyMart Online regularly holds "Bargain Sales" where surplus inventory from gift items such as mid-year and year-end gifts, and Mother's Day gifts, is sold at special prices. By delivering products at a great price to customers who need them, we help prevent food waste. Through the six sales held by fiscal year 2025, we have been able to contribute to reducing food waste by a total of approximately 6 tons.

"Gas-filled packaging" extends shelf life while maintaining deliciousness.

We use a special packaging technology called "gas displacement packaging" for some of our salads and prepared foods. This technology replaces the air inside the container with a gas suitable for maintaining the freshness of the product before sealing it. This allows us to extend the shelf life while preserving the fresh taste.

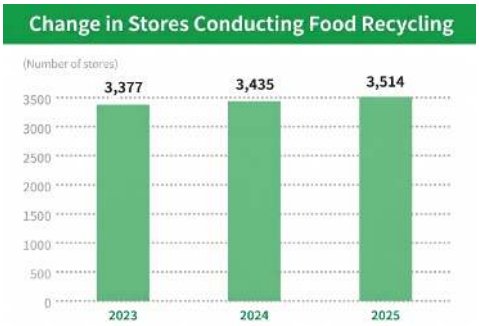


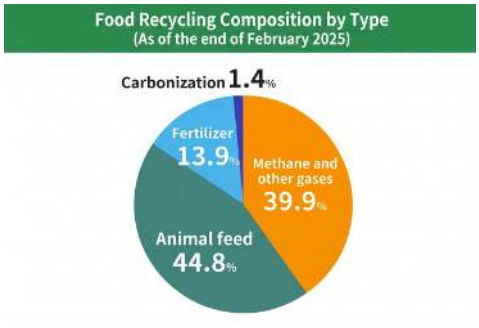


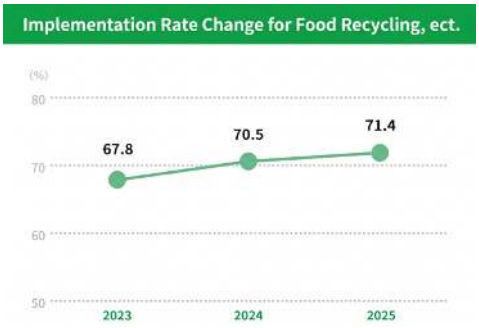
Food waste recycling

Food waste recycling initiative

In addition to reducing food waste, we are working to reuse food waste from our stores (boxed lunches, rice balls, prepared foods, etc.) by recycling it into feed, fertilizer, methane, etc.
We are also gradually expanding our business with waste disposal contractors who can accommodate our food waste collection and recycling system.

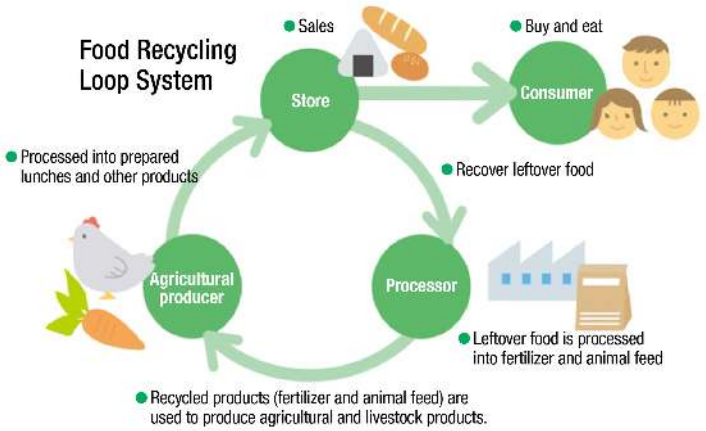






Food recycling loop initiatives

In 2008, we started food recycling loop: the leftover food from stores in Tokyo and Kanagawa Prefectures is collected and efficiently transported to a feed factory in a pig farm. The pigs raised on thus produced feed are used to produce boxed lunches and stuffed bread to be sold to customers. Subsequently, the food recycling loop initiative was expanded nationwide, and as of March 2026, initiatives in five regions have been certified as "recycling business plans"*.



*The recycling business plan certification system is a system based on the Food Recycling Law in which producers of food waste (food-related businesses), manufacturers of specific fertilizers and feeds (recycling businesses), and users (farmers, foresters, and fishermen, etc.) jointly create a recycling plan and receive certification.

Waste cooking oil recycling

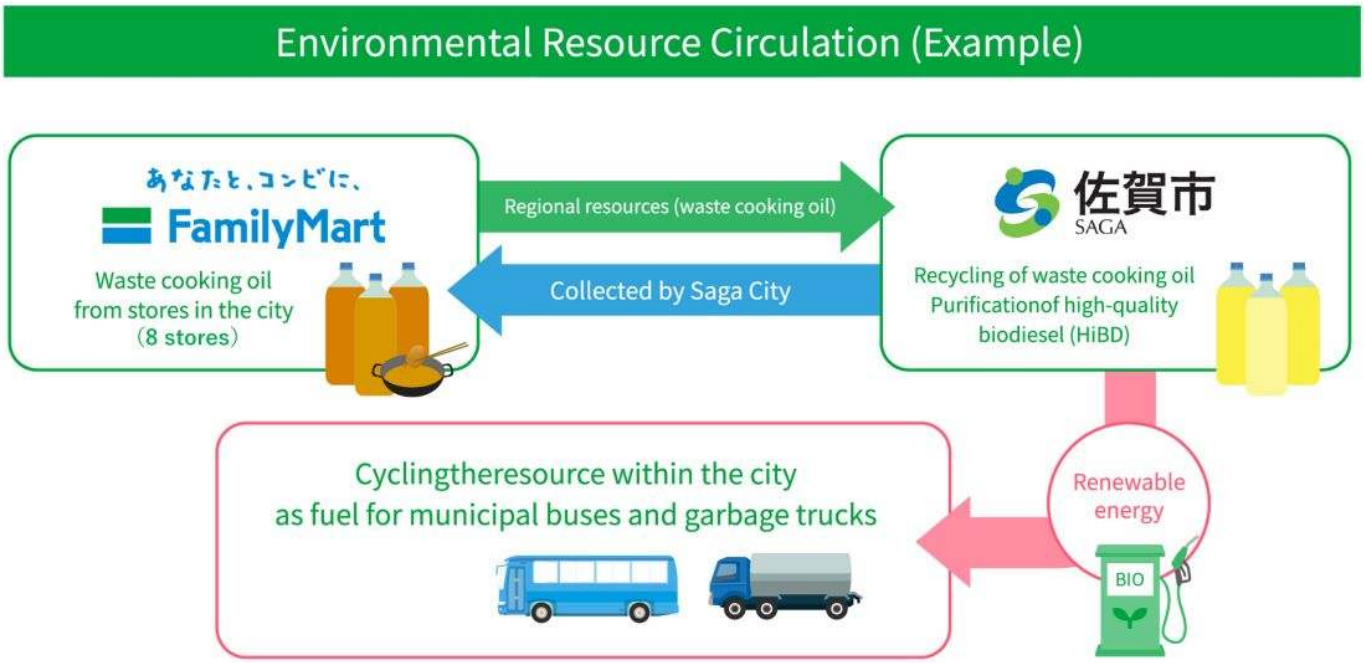
Used cooking oil used to fry fried foods such as Famichiki sold at FamilyMart stores is collected by waste cooking oil collection and transportation companies approved by the government and 100% recycled into products such as chicken feed additives, ink, and soap.

Collaboration with the government

FamilyMart signed an agreement with Saga City, Saga Prefecture on cooperation in environmentally friendly regional resource circulation in January 2021. The aim of this agreement is to maximize the use of Saga City's regional resources and promote the creation of a sustainable, recycling-oriented society.
Based on this agreement, Saga City will collect used cooking oil generated at FamilyMart stores within the city, recycle it into high-quality biodiesel fuel (HiBD), and use it as fuel for Saga City buses and other vehicles in a circular recycling initiative.

Used cooking oil collection stores (as of February 2026)

FamilyMart Saga Tabuse store
FamilyMart Saga Nabeshima 4-chome store
FamilyMart Saga Kae Store
FamilyMart Saga Fuji Store
FamilyMart Saga Nishiyoga Store
FamilyMart Saga Morotomi Store
FamilyMart Saga Hyogo Kawaramachi Store
FamilyMart Uemura Hospital Store



Third-party verification

FamilyMart aims to realize a sustainable society and manages not only food waste but also all waste generated from its stores.

This waste generation data has been verified by a third party, Japan Environmental Certification Organization, Inc., before being published. In fiscal year 2025, it was confirmed that the total amount of waste generated daily from stores was 237,249 tons, of which 49,973 tons was food waste.

Our company continuously monitors the total amount of waste, including these items, and continues to work towards appropriate waste management and recycling.

Going forward, we will continue to ensure the accuracy and transparency of our published figures through third-party verification, thereby enhancing trust both within and outside the company, and promoting initiatives toward the realization of a resource-recycling society.

環境データ 第三者検証報告書

総合認証機関 JACO

株式会社ファミリーマート 御中

2026 年 8 月 26 日
株式会社 日本環境認証機構
東京都千代田区神田鍛冶町 3-4
代表取締役社長 岡島善明

株式会社日本環境認証機構（以下、JACO）は、株式会社ファミリーマート（以下、「組織」という）により報告された環境データに対して、独立した立場から検証を行った。検証の目的は、報告情報の信頼性および正確性など、報告情報の信憑性を検証した結果についてその見解を述べることにある。

検証は、国際保証業務基準（ISAE）第 3000 号に則した JACO 検証基準を基本に、組織と合意した手順により、限定的保証として行った。限定的保証業務で実施される手続は、合理的保証業務よりもその種類と時期が多様であり、その範囲が狭い。その結果、限定的保証業務で得られる保証の水準は、合理的保証業務が実施されていたなら得られたであろう保証よりも相当に低い。

【検証内容の概要】

JACO は、2025 年度（2025 年 3 月 1 日から 2026 年 2 月 28 日まで）における環境データに対して、以下の検証を実施した。

検証対象	検証方法
組織における店舗（直営・FC）（2026 年 2 月末時点で 15,482 店舗）の事業活動に伴う、以下の環境データ： ・店舗から日常的に排出される廃棄物量 ・食品廃棄物量	策定された関連資料の確認、責任者及び担当者へのヒアリング又は書類による確認、データ入手方法の確認、報告されたデータと根拠資料との突合により検証を実施した。

【検証の結果】

JACO が実施した手続き及び入手した証拠に基づいて、組織の環境データが、組織の算定基準に照らして適正では無いと確信する事項は、全ての重要な点で発見されなかった。

検証された環境データ
・店舗から日常的に排出される廃棄物量 237,249 t、食品廃棄物量 49,973 t

【独立性と品質管理】

JACO は、誠実性、客観性、職業的専門家としての能力と正当な注意、守秘義務、及び職業的専門家としての行動に関する基本原則に基づく独立性及びその他の要件を含む、国際会計士倫理基準審議会の公表した「職業会計士の倫理規程」を遵守した。また、JACO は、国際品質マネジメント基準第 1 号に準拠して、倫理要件、職業的専門家としての基準及び適用される規則の要件の遵守に関する文書化された方針と手続を含む、包括的な品質管理システムを維持している。

以上

【検証の独立性、客観性】 組織と JACO 検証チームは、特定の利害関係がなく、独立した立場で検証を行いました。

Environmental Data Independent Verification Report

総合認証機関 JACO

To: FamilyMart Co., Ltd.

August 26, 2026
Japan Audit and Certification Organization for Environment and Quality (JACO)
3-4 Kandakajicho Chiyoda-ku, Tokyo, Japan
President Yoshiaki Okajima

Japan Audit and Certification Organization for Environment and Quality (JACO) has been engaged by FamilyMart Co., Ltd. (hereinafter referred to as "the Organization") to conduct independent verification of its environmental data prepared under the responsibility of the Organization. The aim of this verification is to consider the accuracy of environmental data and to provide a verification opinion.

Verification was conducted as limited assurance according to the procedure agreed with the Organization based on JACO verification standards in accordance with International Assurance Business Standard (ISAE) 3000. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Summary of verification

With regard to the following Environmental Data for the fiscal year 2025 (from March 1, 2025 to February 28, 2026), verification was conducted.

Verification scope	Sampling sites
The Environmental Data of business activities at the Organization's stores (company-owned and franchised) (15,482 stores as of the end of February 2026): – Wastes discharged from stores routinely – Food waste generated	Verification was conducted based on confirmation of related documents formulated, interviews with or inquiries to the responsible persons and persons in charge, confirmation of the method of obtaining data, and comparison between the reported data and its supporting documented information (evidence).

Conclusion

Based on the procedures we have performed and evidence we have obtained, nothing has come to our attention that causes us to believe that the Organization's Environmental Data is not prepared, in all material respects, in accordance with the methodology implemented by the Organization.

Verified Environmental Data:
– Wastes discharged from stores routinely: 237,249 t and food waste generated: 49,973 t

Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. JACO applies International Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable regulatory requirements.

The Organization and JACO verification team did not have any specific conflicts of interest and carried out the verification on an independent basis.

Japan Audit and Certification Organization for Environment and Quality (JACO)
https://www.jaco.co.jp

Climate change mitigation and adaptation

Basic Concept

Due to the effects of global warming, which is believed to be caused by an increase in greenhouse gases such as CO2, abnormal weather is becoming more frequent and severe around the world, and there are increasing demands on companies to address the risks of climate change.
Under these circumstances, CO2 emissions from FamilyMart 's business operations total approximately 674 metric tons of CO2 per year (FY 2025), with Scope 3 Category 1 emissions—emissions from other companies related to the company's own business activities (purchased products and services)—accounting for the majority.Furthermore, since the convenience store business has a more energy-intensive store structure compared to other industries, and greenhouse gas emissions resulting from store energy consumption are significant, we will contribute to the realization of a decarbonized society by not only thoroughly promoting energy conservation at our stores but also actively utilizing renewable energy.
In this way, we will take appropriate measures to combat climate change and also strive to proactively disclose information.

Goals based on Famima Eco Vision 2050

In order to contribute to the realization of a sustainable society, FamilyMart has formulated the "Famima Eco Vision 2050," which sets mid- to long-term goals for 2030 and 2050. In terms of "reducing greenhouse gases (CO2 emissions)," the company aims to reduce CO2 emissions associated with store operations by 50% by 2030, and 100% by 2050, compared to fiscal 2013 levels.

Carbon Reduction

CO2 emissions from store operations(Per store) (Compared to 2013)

2030	2050
50% Reduction	100% Reduction

Details of the initiative

By installing energy-efficient equipment, we will reduce electricity consumption in our stores and advance the reduction of CO2 emissions.

In addition, we will calculate emissions throughout the entire supply chain, from purchasing to distribution, sales, and disposal, and work toward reducing emissions.

▶ For an overview of "Famima Eco Vision 2050" click here

Store Initiatives

Introduction of energy-saving devices

Implementation of heat-shielding coating on outdoor air conditioning units

By applying a three-layer coating of highly durable and heat-insulating paint to the exterior surface of the outdoor unit, the temperature rise caused by direct sunlight is suppressed.

This will prevent a decrease in heat exchange efficiency, ensure stable operation of the air conditioning system, maintain a comfortable sales environment, and reduce electricity consumption and CO2 emissions.

Introduction of automatic CO2 ventilation control device

We have installed a system in some stores that automatically controls the ventilation fans. Sensors installed in the store detect the CO2 concentration and automatically switch the ventilation fans on and off. This is more energy-efficient than having the ventilation fans running all the time. Stores that have installed this system are able to reduce the store's overall electricity usage by approximately 2%.

Introducing LEDs

In-store lighting

We began converting our in-store lighting to LED in November 2011, and completed the conversion to LED lighting in all stores in August 2022. We have also introduced a dimming system that divides the store into three zones and automatically adjusts the brightness of each zone.

For example, by making fine adjustments such as reducing the brightness of fluorescent lights when sunlight enters and adjusting the brightness between daytime and nighttime, we aim to achieve both comfort and energy conservation.

Signboard

FamilyMart was the first convenience store to introduce LED facade signs in 2004, and has made them standard since September 2010. The conversion to LED lighting was completed in all stores by fiscal 2022. Currently, the company is working on technological development and demonstration experiments to further improve the energy efficiency of LED signs, and has achieved energy savings of approximately 70% compared to conventional fluorescent signs.

Parking lot lighting

LED lighting has been installed in the parking lot since February 2013. Compared to the ceramic halide lamps installed in 2008, power consumption has been reduced from 245W to 80W, and the lifespan has been extended from 15,000 hours to 60,000 hours.



Introduced at Matsuyama Interchange store in 2004



LED Parking Lot Lighting

Promoting the introduction of refrigeration and freezing systems using CO2 refrigerants

At FamilyMart, for refrigeration, freezing and air conditioning equipment that uses alternative fluorocarbons, we strictly follow the inspection cycles outlined in the "Guide to Simple Inspections" designated by the Ministry of the Environment (simple inspections at least once a quarter, regular inspections at least once a year) to prevent fluorocarbons from being released into the atmosphere, and regular inspections are carried out by individuals with sufficient knowledge of the equipment, etc. When disposing of equipment, we outsource the disposal to a fluorocarbon recovery company and strive to thoroughly manage the recovery and destruction process.

Additionally, with the aim of being considerate of the global environment and reducing power consumption in store operations, we are promoting the introduction of equipment that uses natural refrigerants (CO2) as refrigerant gas in our store refrigeration and freezing systems.

The number of stores that use refrigeration and freezing systems that use CO2 refrigerants is increasing year by year. Going forward, we will promote the introduction of natural refrigerant equipment, aiming to increase the proportion of natural refrigerant equipment in major refrigeration and freezing equipment, including existing equipment, to 20% by 2030, 50% by 2040, and 80% by 2050. We will also increase the number of stores that introduce natural refrigerants, aiming to introduce natural refrigerant equipment in more than 50% of new stores and stores that are being renovated and require the renewal of freezers.



Introducing a refrigeration system using CO2 refrigerant

Solar power generation initiatives

We are proactively promoting the use of renewable energy by making effective use of the store's infrastructure and installing solar panels on the store's roof. We are currently in the process of installing new solar panels (for self-consumption).



Solar panels

Initiatives related to store operations

Our stores have always been cost-conscious in their efforts to conserve energy, but in light of the tight power supply and rising electricity bills, we are now working on a variety of measures to save energy.

Adjustment of ceiling lighting in store (60% down)



The power supply to in-store ATM signs, in-store eat-in areas, and insect killing machines outside the store will also be turned off, as well as some lighting.
Participating stores: Nationwide

*Some stores may not be able to do this depending on the store's facilities and environment.
Implementation period: Continuing from June 2022

Additionally, ongoing energy-saving initiatives include turning off store lighting, adjusting in-store air conditioning temperatures, and cleaning the filters in refrigerated cases.



Other energy-saving initiatives (examples)

Product Initiatives

Measuring the decarbonization effects of products and services

We are working to measure the decarbonization effect (CO2 emission reduction rate) of private brand (PB) products and services and communicate this to customers through cash register LCD screens, our website, etc. By clearly communicating the environmental contribution of our efforts, we will help customers choose products that lead to a decarbonized society. To measure the decarbonization effect (reduction rate of CO2 emissions*), we used the "Dekabo Score" provided by Earth Hacks Inc. The "Dekabo Score" is an initiative that scores the reduction rate of CO2 emissions by comparing products and services that have implemented environmentally friendly initiatives with products and services that use conventional materials and methods. *CO2 emissions are measured in CO2e (greenhouse gas equivalent).

Display image on the cash register LCD screen



Famimaru Niigata Prefecture Tsunan Natural Water 600ml



Plenty of cream! Rich custard choux

List of measured products and services

Product name	Decabo Score	Reduction points
Famimaru Niigata Prefecture Tsunan Natural Water 600ml	30%off	Made with 100% recycled plastic bottles
Double Choux with Plenty of Cream	9%off	Thinner packaging + eco-friendly materials used in some parts
Plenty of cream! Rich custard choux	12%off	Thinner packaging + eco-friendly materials used in some parts
Family Mart The Crepe Nama Chocolate	22%off	Thinner packaging + eco-friendly materials used in some parts
3 kinds of mixed sandwich	3%off	Thinner packaging + eco-friendly materials used in some parts
Juicy Sauce Yakisoba	6%off	Thinner packaging + eco-friendly materials used in some parts
Chewy dumplings and glass noodles in delicious salt soup (various soups)	36%off	Switching from plastic containers to paper containers
"Famima Café" wooden stirrer	72%off	Change from plastic to wood
Convenience Wear Inner T-Shirt Crew Neck White	15%off	Uses environmentally friendly yarn (RENU)
Convenience Wear Heat-Retaining Innerwear REHEAT Round Neck	8%off	Uses environmentally friendly yarn (RENU)
Teary-Eyed Sticker	10%off	Reduction by changing from conventional price reduction stickers to Teary-Eyed Sticker

*Some items are no longer available. Some items may not be available in stores.

Logistics Initiatives

Improving logistics efficiency

FamilyMart is working to reduce the number of delivery routes and vehicles by optimizing route planning. Since 2022, it has been fully operating its own AI-powered delivery simulator to further reduce CO2 emissions.
Furthermore, from September 2025, we changed the frequency of temperature-controlled deliveries in the Hokuriku region from three times a day to twice a day, and from June 2026, we implemented the same change in delivery frequency in the Tohoku region, further improving the efficiency of logistics.

Introduction of eco-friendly vehicles

As part of its environmental initiatives in logistics, FamilyMart has set a goal of reducing CO2 emissions from delivery trucks by 30% by 2030 (compared to 2017 levels).
Since 1998, we have been proactively working to reduce pollution from delivery vehicles, including the introduction of environmentally friendly vehicles such as compressed natural gas (CNG) and hybrid vehicles.
Currently, as a result of various measures such as the introduction of clean diesel vehicles (environmentally friendly vehicles) and improvements in delivery efficiency, CO2 emissions from delivery trucks in fiscal year 2025 are projected to be reduced by 13.2% (compared to 2017).
Furthermore, in 2022, as a first for convenience stores, we began a demonstration experiment of battery-swappable EVs (electric trucks) (this demonstration experiment ended in December 2024), and from November 2025, we introduced three battery-swappable EVs with new specifications to our distribution center in Kanagawa Prefecture and began a delivery demonstration.
We will continue to actively pursue new initiatives, such as the introduction of electric vehicles (EVs) and fuel cell (FC) trucks.

Main initiatives such as eco-friendly vehicles

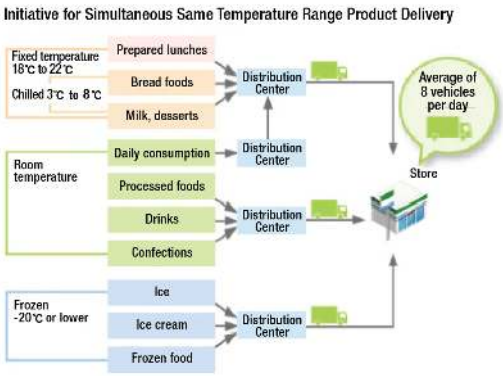
① Introduction of clean diesel vehicles	・We are promoting the introduction of clean diesel vehicles, which reduce CO2 emissions by approximately 1 ton per vehicle per year compared to existing diesel vehicles. Currently, there are approximately 4,500 such vehicles in operation.
②EV driving demonstration	・We have been conducting EV demonstration experiments since January 2019. ・From 2022 to December 2024, we conducted a delivery trial of battery-swappable EVs, and from November 2025, we introduced three battery-swappable EVs with new specifications to our distribution center in Kanagawa Prefecture and are conducting delivery trials.
③ FC truck running demonstration	・In November 2021, a demonstration run of FC trucks was conducted in Okazaki City, Aichi Prefecture. ・Since January 2023, we have participated in a NEDO-funded project and started pilot programs to introduce fuel cell trucks in Fukushima Prefecture and Tokyo. As of February 2026, we have 18 fuel cell trucks in operation, the largest number among convenience stores.

Simultaneous shipping of chilled and fixed temperature products

FamilyMart, which handles products in a variety of temperature ranges, is working to improve delivery efficiency and reduce the number of vehicles by using dual-compartment refrigerators that can simultaneously stock chilled products such as desserts and chilled bento boxes (controlled at 3°C to 8°C) and fixed-temperature products such as bento boxes and bread (controlled at 18°C to 22°C).



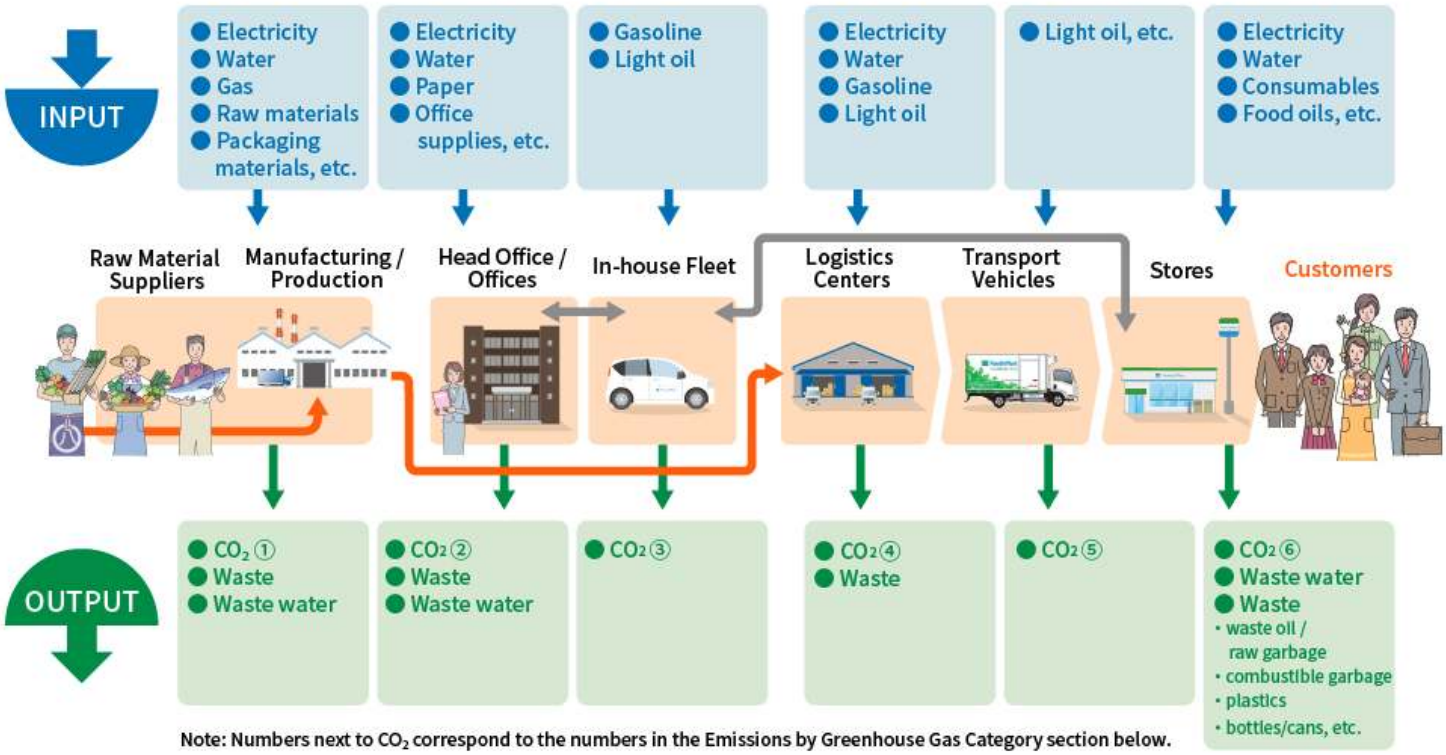
The temperature in the front and back rooms can be set according to the product, and the size of each room can be changed depending on the load.



Supply Chain Initiatives

Material flow at FamilyMart

FamilyMart has been conducting business while imposing various burdens on the environment, such as CO2 emissions, waste, and wastewater. By identifying and reducing these environmental burdens, we will contribute to creating a sustainable society.



Note: Numbers next to CO_2 correspond to the numbers in the Emissions by Greenhouse Gas Category section below.

Supply chain CO2 emissions* management

The environmental impact of greenhouse gases extends beyond what FamilyMart can directly control, encompassing every stage of its supply chain, from raw material procurement and product manufacturing to logistics, sales, disposal, and recycling. To appropriately assess these environmental impacts, FamilyMart calculates CO2 emissions (Scope 3) across its entire supply chain based on the Ministry of the Environment's "Basic Guidelines for Calculating Greenhouse Gas Emissions Throughout the Supply Chain (ver. 2.8)."

We will continue to work to improve the accuracy of data collection and expand the scope of calculations, analyze the calculation results, and promote efforts to reduce CO2 emissions throughout the entire supply chain.

* Supply chain CO2 emissions: Not only the emissions from the business itself, but also the total of all emissions related to business activities, including the entire process from the procurement of raw materials to the delivery of the product to the end consumer emissions

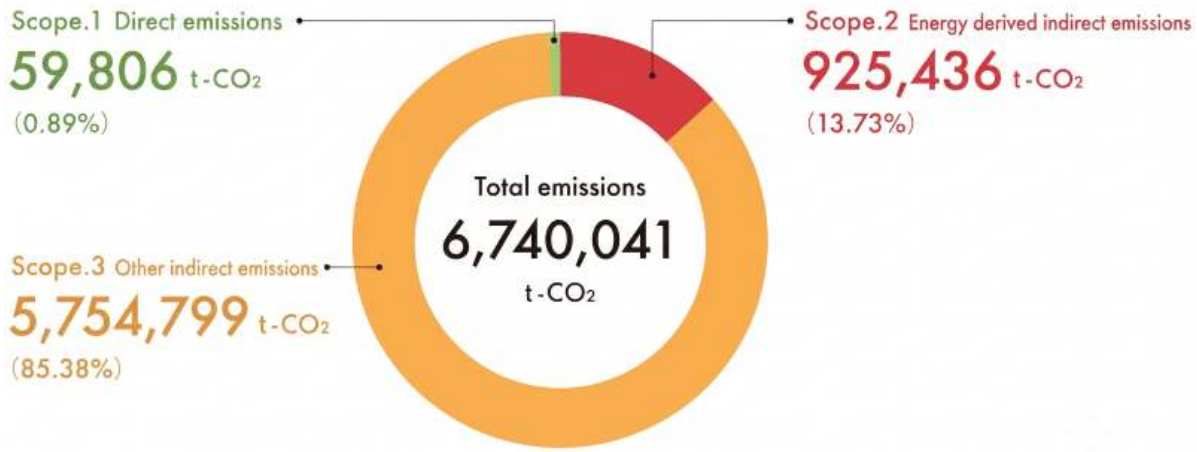
Supply Chain Emissions

Scope 1 Direct greenhouse gas emissions from a business's own fuel use (e.g., gasoline used in company cars)

Scope 2 Indirect greenhouse gas emissions from the use of electricity supplied by other companies (electricity use at head office, offices, stores, etc.)

Scope 3 Indirect greenhouse gas emissions from business activities other than Scope 1 and Scope 2

Ministry of the Environment Green Value Chain Platform: Reference material for calculations



Scope of aggregation: Generally March 2025 to February 2026

Note: Calculated based on the Ministry of the Environment's "Emission Intensity Database for Calculating Greenhouse Gas Emissions of Organizations Through Supply Chains (Ver. 3.6)".

1. Direct Greenhouse Gas (GHG) Emissions (Scope 1)

- Fuel for company vehicles

  Applying the emission unit of the Transportation [Fuel Law]

- Fluorocarbon emissions during use

  Based on the Fluorocarbons Emissions and Proper Management Act, "estimated leakage amount (t-CO2)" is used. (The calculation period is from April of the year to March of the following year.)

2. Indirect Greenhouse Gas (GHG) Emissions (Scope 2)

- Greenhouse gas emissions

  Uses the "List of Emission Factors by Electric Utility Company" for calculation methods and emission factors based on the calculation, reporting, and disclosure system.

3. Other indirect greenhouse gas (GHG) emissions (Scope 3)

Cate.1

[5] Input-output table-based emission intensity ② Value-based emission intensity Purchaser price-based emission intensity etc.

Cate.2

[6] Emissions intensity per unit of capital goods price (Secretariat) applied

Cate.3

Electricity: [7] Emissions intensity per unit of electricity/heat usage is applied

Gasoline and diesel: LCI database IDEAv2 (for calculating supply chain greenhouse gas emissions) Version: v2.3

Cate.4

Apply the emission intensity for transportation [Fuel Law] etc. from the emission intensity database [2].

Cate.5

What is recycled?

[8] Waste type and processing method emission unit applied

Items to be incinerated

LCI Database IDEAv2 (for calculating supply chain greenhouse gas emissions) Version: v2.3

System equipment waste

[9] Applying waste emission units by type

Cate.6

[11] Emissions intensity per travel expense paid, [12] Emissions intensity per number of nights stayed

Cate.7

[11] Emissions intensity per transportation expense paid is applied

Cate.11

The emission factor associated with the combustion of filled fuel is applied from the list of emission factors in the Global Warming Countermeasures Act.

Cate.12

[8] Apply the discharge rate based on waste type and treatment method.

Cate.13

The emission intensity per floor area of the subsidiary food manufacturing business will be applied.

Cate.15

Applying our emissions intensity per operating revenue

*Category 8, 9, 10, and 14 are not included in the calculation.

Greenhouse gas emissions by category (FY2025)

Category-specific emissions data for FY2025 is included from ESG data.

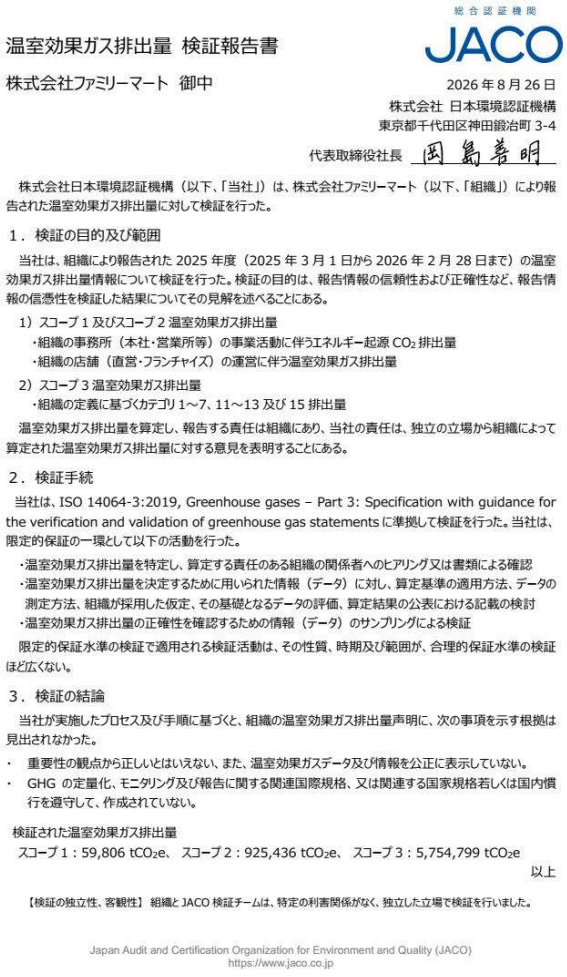
Scope, Category	CO2 Emissions	Ratio
SCOPE.1 Direct discharge ③	59,806	0.89%
SCOPE.2 Indirect emissions from energy sources ② ⑥	925,436	13.73%
SCOPE.3 Other indirect emissions	5,754,799	85.38%
Cate.1 Purchased products/services ①	4,854,600	72.03%
Cate.2 Capital goods	218,177	3.24%
Cate.3: Fuels not included in SCOPE.1 and 2 and energy-related activities	150,363	2.23%
Cate.4 Transportation and distribution (upstream) ④ ⑤	154,032	2.29%
Cate.5 Waste generated from business ②	140,066	2.08%
Cate.6 Business trip ②	2,362	0.04%
Cate.7 Employee commuting ②	1,271	0.02%
Cate.11 Use of sold products	379	0.01%
Cate.12 Disposal of sold products ⑥	2,820	0.04%
Cate.13 Leased assets (downstream)	35,624	0.53%
Cate.15 Investment	195,104	2.89%
total	6,740,041	100%

Third-party verification

FamilyMart undergoes third-party verification to ensure that the calculation results of its supply chain emissions (Scopes 1 to 3) are properly evaluated and verified.

We commissioned the Japan Environmental Certification Organization (JACO) to verify greenhouse gas emissions for fiscal year 2025. The results showed that CO2 emissions across the entire supply chain were 59,806 t-CO2 for Scope 1, 925,436 t-CO2 for Scope 2, and 5,754,799 t-CO2 for Scope 3.

In light of the results of this third-party verification, we will continue to work to improve the accuracy of our published figures and to increase trust both inside and outside the company.



温室効果ガス排出量 検証報告書

総合認証機関 JACO

株式会社ファミリーマート 御中

2026 年 8 月 26 日
株式会社 日本環境認証機構
東京都千代田区神田鍛冶町 3-4
代表取締役社長 岡島善明

株式会社日本環境認証機構（以下、「当社」）は、株式会社ファミリーマート（以下、「組織」）により報告された温室効果ガス排出量に対して検証を行った。

1．検証の目的及び範囲

当社は、組織により報告された 2025 年度（2025 年 3 月 1 日から 2026 年 2 月 28 日まで）の温室効果ガス排出量情報について検証を行った。検証の目的は、報告情報の信頼性および正確性など、報告情報の信憑性を検証した結果についてその見解を述べることにある。

1）スコープ 1 及びスコープ 2 温室効果ガス排出量
・組織の事務所（本社・営業所等）の事業活動に伴うエネルギー起源 CO_2 排出量
・組織の店舗（直営・フランチャイズ）の運営に伴う温室効果ガス排出量

2）スコープ 3 温室効果ガス排出量
・組織の定義に基づくカテゴリ 1～7、11～13 及び 15 排出量

温室効果ガス排出量を算定し、報告する責任は組織にあり、当社の責任は、独立の立場から組織によって算定された温室効果ガス排出量に対する意見を表明することにある。

2．検証手続

当社は、ISO 14064-3:2019, Greenhouse gases – Part 3: Specification with guidance for the verification and validation of greenhouse gas statements に準拠して検証を行った。当社は、限定的保証の一環として以下の活動を行った。

・温室効果ガス排出量を特定し、算定する責任のある組織の関係者へのヒアリング又は書類による確認
・温室効果ガス排出量を決定するために用いられた情報（データ）に対し、算定基準の適用方法、データの測定方法、組織が採用した仮定、その基礎となるデータの評価、算定結果の公表における記載の検討
・温室効果ガス排出量の正確性を確認するための情報（データ）のサンプリングによる検証

限定的保証水準の検証で適用される検証活動は、その性質、時期及び範囲が、合理的保証水準の検証ほど広くない。

3．検証の結論

当社が実施したプロセス及び手順に基づくと、組織の温室効果ガス排出量声明に、次の事項を示す根拠は見出されなかった。

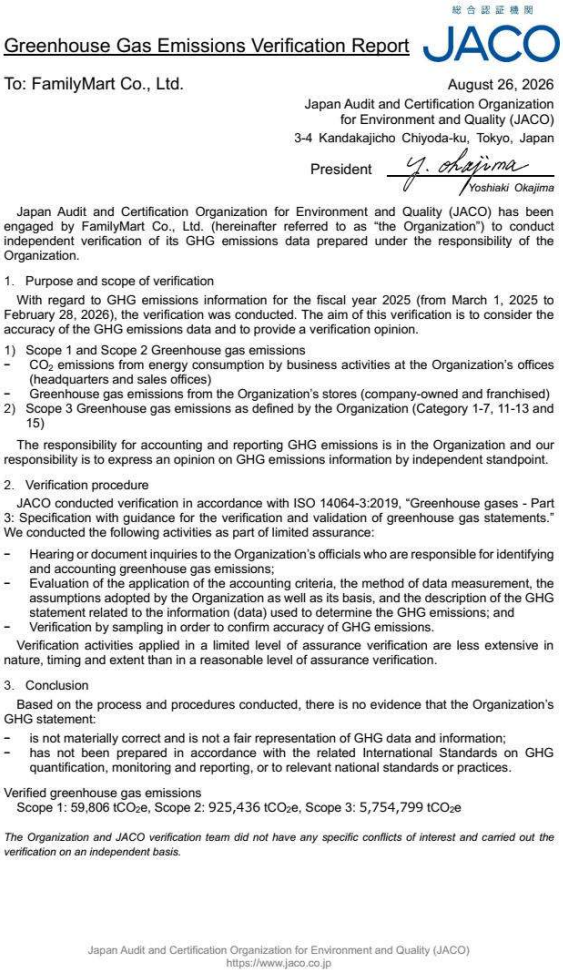
・ 重要性の観点から正しいとはいえない、また、温室効果ガスデータ及び情報を公正に表示していない。
・ GHG の定量化、モニタリング及び報告に関する関連国際規格、又は関連する国家規格若しくは国内慣行を遵守して、作成されていない。

検証された温室効果ガス排出量
スコープ 1：59,806 tCO_2e、 スコープ 2：925,436 tCO_2e、 スコープ 3：5,754,799 tCO_2e

以上

【検証の独立性、客観性】 組織と JACO 検証チームは、特定の利害関係がなく、独立した立場で検証を行いました。

Japan Audit and Certification Organization for Environment and Quality (JACO)
https://www.jaco.co.jp



Greenhouse Gas Emissions Verification Report

総合認証機関 JACO

To: FamilyMart Co., Ltd.

August 26, 2026
Japan Audit and Certification Organization for Environment and Quality (JACO)
3-4 Kandakajicho Chiyoda-ku, Tokyo, Japan
President Y. Okajima Yoshiaki Okajima

Japan Audit and Certification Organization for Environment and Quality (JACO) has been engaged by FamilyMart Co., Ltd. (hereinafter referred to as "the Organization") to conduct independent verification of its GHG emissions data prepared under the responsibility of the Organization.

1. Purpose and scope of verification

With regard to GHG emissions information for the fiscal year 2025 (from March 1, 2025 to February 28, 2026), the verification was conducted. The aim of this verification is to consider the accuracy of the GHG emissions data and to provide a verification opinion.

1) Scope 1 and Scope 2 Greenhouse gas emissions
- CO_2 emissions from energy consumption by business activities at the Organization's offices (headquarters and sales offices)
- Greenhouse gas emissions from the Organization's stores (company-owned and franchised)

2) Scope 3 Greenhouse gas emissions as defined by the Organization (Category 1-7, 11-13 and 15)

The responsibility for accounting and reporting GHG emissions is in the Organization and our responsibility is to express an opinion on GHG emissions information by independent standpoint.

2. Verification procedure

JACO conducted verification in accordance with ISO 14064-3:2019, "Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements." We conducted the following activities as part of limited assurance:

- Hearing or document inquiries to the Organization's officials who are responsible for identifying and accounting greenhouse gas emissions;
- Evaluation of the application of the accounting criteria, the method of data measurement, the assumptions adopted by the Organization as well as its basis, and the description of the GHG statement related to the information (data) used to determine the GHG emissions; and
- Verification by sampling in order to confirm accuracy of GHG emissions.

Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

3. Conclusion

Based on the process and procedures conducted, there is no evidence that the Organization's GHG statement:

- is not materially correct and is not a fair representation of GHG data and information;
- has not been prepared in accordance with the related International Standards on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

Verified greenhouse gas emissions
Scope 1: 59,806 tCO_2e, Scope 2: 925,436 tCO_2e, Scope 3: 5,754,799 tCO_2e

The Organization and JACO verification team did not have any specific conflicts of interest and carried out the verification on an independent basis.

Japan Audit and Certification Organization for Environment and Quality (JACO)
https://www.jaco.co.jp

Supporting the initiative

Support for the TCFD recommendations

The TCFD (Task Force on Climate-related Financial Disclosures) is a task force established by the Financial Stability Board (FSB) at the request of G20 finance ministers and central bank governors.
In February 2020, FamilyMart endorsed the spirit of the TCFD's final report and began disclosing information on the four core elements of organizational management recommended by the TCFD: "governance," "strategy," "risk management," and "metrics and targets."

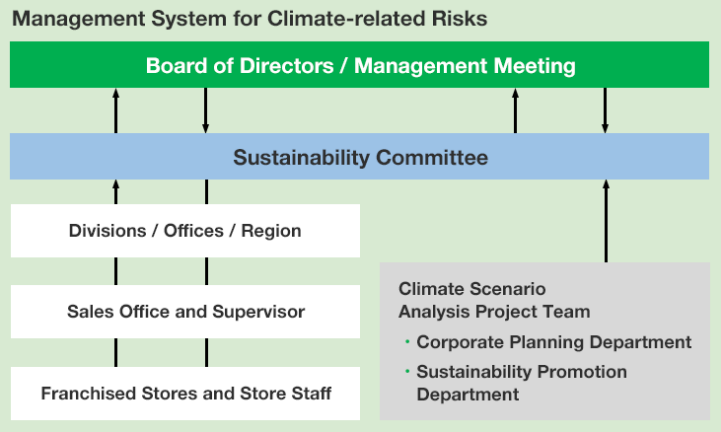
▶ **Support for the TCFD recommendations**

Support for the TCFD recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) is a task force established by the Financial Stability Board (FSB) at the request of G20 finance ministers and central bank governors. The TCFD aims to ensure proper capital allocation, efficient financial markets, and a sustainable and stable economy by examining how companies should disclose information on risks and opportunities associated with climate change and enabling appropriate evaluations by investors. FamilyMart endorsed the spirit of the TCFD final report in February 2020 and will disclose information on the four core elements of organizational management recommended by the TCFD: "governance," "strategy," "risk management," and "metrics and targets."

Governance and Risk Management

At FamilyMart, in order to respond appropriately to the wide range of climate-related risks and opportunities that could have a widespread impact on the value chain, they are managed in a centralized manner by the Sustainability Committee, which oversees sustainability activities for the entire Group.
The committee monitors trends in natural disasters and laws and regulations, considers response plans, sets climate-related goals and implementation plans, including "Famima Eco Vision 2050," and manages and evaluates progress. Matters discussed by the committee are reported to the Board of Directors as appropriate, and the annual budget and business plan are reviewed.



Sustainability Committee	
Head	CMO and General Manager of the Marketing Division
Office	Sustainability Promotion Department
Main Roles	・Risk management for natural disasters and trends in related laws and regulations ・Sets climate-related targets ・Develops response plans and manages their progress, conducts assessments

Strategy

- **Scenario analysis objectives and methods**

  FamilyMart recognized climate-related risks and opportunities in 2020 and conducted a scenario analysis to verify the validity of current climate change countermeasures and to utilize the results in formulating future business strategies. We adopted multiple scenarios of 2°C and 4°C, aiming to conduct sustainable business activities even under different weather and social environments. The target period was set to 2050, as this is the final target year of the "Famima Eco Vision 2050"

- **Analysis target**

  [Business] Domestic convenience store business

  [Scope] Raw material procurement, manufacturing outsourcing (meal replacement), logistics, stores, consumer use

  [Period] From now until 2050 (Short term: within 1 year / Medium term: within 10 years / Long term: more than 10 years)

- **Recruitment scenario**

  [Transition scenario] IEA WEO2019 SDS (2°C)/CPS (4°C)

  [Physical scenario] IPCC 5th Assessment Report: 2.6 (2°C) / 8.5 (4°C)

- **Analysis steps**

  (1) Cover the impact that each climate-related risk and opportunity factor may have on the value chain described in the scope of the analysis.

  (2) Take an overview of (1) and organize the risks that are more likely to occur

  (3) Based on the adopted scenario, verify the business impact and calculate the financial impact under the 2°C and 4°C scenarios.

  (4) Consider measures to address the results of (3)

- **RESULTS**

  As shown in the results of the scenario analysis, the results of the analysis assuming a 4°C world, where current policies are extended and natural disasters are expected to worsen, and a 2°C world with severe climate change measures, show that in the former, the risk of damage at all stages of the FamilyMart value chain, from raw material procurement to the store, is greater due to acute physical risk impacts In the former, the risk of damage at all stages of the value chain, from raw material procurement to stores, is greater due to acute physical risks. The impact of rising temperatures on changes in consumer behavior is also likely to be relatively large, and failure to introduce products commensurate with changes in temperature zones could lead to lost opportunities. In the latter 2°C world, climate-related policies are expected to be strengthened, and investment costs will be incurred to comply with the introduction of carbon taxes and stricter regulations on CFCs and plastics.

Scenario Analysis Results

Major Risk	Medium Risk	Sub Risk	Length of Effects	Major Climate-Related Risks and Opportunities Anticipated for FamilyMart's Value Chain						Scale of Business Impact by Scenario	
				Product Planning	Raw Material Procurement	Manufacturing	Logistics	Store Sales	Consumer Use	2°C Scenario	4°C Scenario
Physical Risks	Acute	Intensification of Extreme Weather (Typhoons, Flooding, etc.)	Short-term		[Risks] ・Product supplies suspended due supplier or distribution center damage or disruption of road networks. ・Opportunity losses due to store damage or closure [Opportunities] ・Switch supply system when suppliers or logistics center are damaged, or road networks are disrupted. ・Build a system to operate stores at an early stage (emergency generators, etc.)					Small	Large
	Chronic	Increase in Average Temp.	Long-term	[Risks] ・Insufficient supplies due to deterioration in raw material productivity [Opportunities] ・Diversify sources of raw materials ・Expand the use of plant factories ・Development of alternative products						Small	Small
Transition Risks	Market	Steep Increase in Raw Materials Costs									
	Policy and Legal	Introduction of Carbon Tax	Medium-term		[Risks] ・Taxation at each level of the value chain ・Capital investments for emission reductions [Opportunities] ・Reduction of purchased electricity through installation of energy-saving equipment and solar panels in stores ・Environmental education to promote energy-saving habits ・Consolidation of energy contracts ・Facilitate the introduction of environmentally friendly delivery vehicles ・Supplier manufacturing processes ・Equipment innovation					Large	Small
		Strengthened Fluorocarbon Regulations	Short-term					[Risks] ・Investment in non-fluorocarbon refrigeration/freezer equipment [Opportunities] ・Reduction of electricity consumption through the use of non-fluorocarbon refrigeration/freezers.		Small	Small
		Strengthened Plastic Regulations	Medium-term	[Risks] ・Switch to plastic alternatives for containers, packaging, supplies, etc. [Opportunities] ・Hold down legal compliance costs by using environmentally friendly packaging ・Enhance brand image by communicating information to consumers						Large	Small
	Market/ Reputation	Changes in Consumer Behavior/ Preferences	Long-term	[Risks] ・Changes in the number of in-store customers and a shift in products that sell well due to changes in customer behavior ・Decrease in sales of fall/winter products due to warmer winters ・Decrease in customer loyalty when appropriate environmental measures for products/services are not taken [Opportunities] ・Use of purchasing data for product management ・Creation of new needs and market opportunities in response to consumer concerns about climate change						Small	Large

Goals and Indicators

FamilyMart is working to reduce climate-related risks and enhance opportunities, and has set short- to long-term goals and indicators that cover each stage of the value chain.

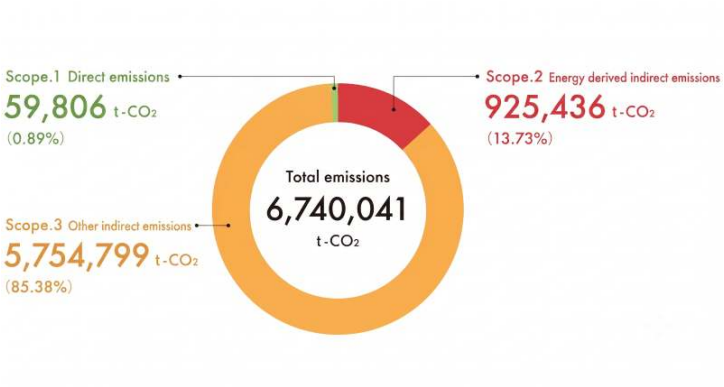
Target/Category	Period	Targets/Metrics	
Famima Eco Vision 2050	Long-term	Greenhouse gas reduction	CO_2 emissions from store operations 2030: 50% reduction 2050: 100% reduction (compared to 2013)
		Plastic countermeasures	Percentage of environmentally friendly materials used 2030: 60% 2050: 100%

Scope Emissions

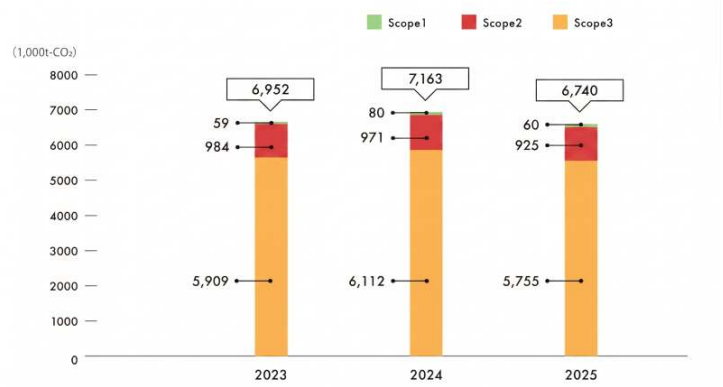
FamilyMart is working to understand and reduce CO2 emissions (*) throughout the entire supply chain, including not only emissions from FamilyMart stores, but also from raw material procurement by suppliers to product manufacturing and logistics, as well as waste disposal by consumers. We will continue to work to improve the accuracy of data collection and expand the scope of calculations, and analyze the results of calculations to strengthen our efforts to reduce CO2 emissions throughout the entire supply chain.

(*)Calculated based on the Ministry of the Environment and the Ministry of Economy, Trade and Industry's "Basic Guidelines for Calculating Greenhouse Gas Emissions Through Supply Chains (Ver2.8)"

Emissions by scope (FY2025)



Trends in CO2 emissions by scope



Sustainable resource use and prevention of environmental pollution

Basic Concept

With the enforcement of the Plastic Resource Circulation Promotion Act in April 2022, the importance of resource circulation related to plastics in Japan is increasing. All parties involved in the entire life cycle of plastics are required to work together to further reduce the number of products that use plastic, including through environmentally friendly design, reduction in usage, and emission control.

FamilyMart In addition to reducing the use and efficient utilization of raw materials, including natural resources, we are working to prevent environmental pollution through our supply chain by controlling and reducing the generation of waste and recycling it. In particular, we are actively working to reduce the use of plastics by improving containers and packaging and switching to materials with less environmental impact, thereby contributing to the promotion of sustainable production and consumption patterns.

Additionally, FamilyMart is working to reduce plastic use by promoting the use of environmentally friendly materials in the containers and packaging of its original products, with the goal of using 60% of these materials by 2030 and 100% by 2050.

Goals based on Famima Eco Vision 2050

Plastic Initiatives

Sustainable Packaging and Sustainable Materials for Private Brand Products

2030	2050
60%	100%

Details of the initiative

We will promote the use of environmentally friendly materials, such as incorporating plant-based biomass plastics and recycled PET for containers and packaging materials.

In addition to original products, we will also promote the use of biomass in plastic bags, aiming for the proportion of environmentally friendly materials to be 70% by 2030, including for supplies.

▶ For an overview of "Famima Eco Vision 2050" click here

Initiatives for products using plastics

FamilyMart 's approach to reducing plastic

FamilyMart is working to reduce the amount of plastic used in products distributed to customers, with the goal of "reducing the use of petroleum-derived plastics by 50% by fiscal year 2030 compared to fiscal year 2019."

Therefore, we are reviewing the spoons and other items distributed in our stores to environmentally friendly designs, and we are also working to reduce their distribution by speaking with our customers.

Environmentally friendly design of plastic products

1. Lightweight
2. Use of alternative materials (wood, etc.)
3. Biomass plastic blend

Lightweight design spoon



Date of introduction: April 2021
Environmental friendliness: 1. Weight reduction
Target stores: All stores

We changed the design of the handle of the spoons we give to customers when they purchase bento boxes or soup, and have reduced the amount of plastic used by approximately 12%. Nationwide rollout begins in September 2021.

Wooden stirrer



Launch date: March 2020
Environmentally friendly: 2. Made of wood
Target stores: All stores

We are switching to wooden stirrers for countertop coffee. Not only are the main body made of wood, but the exterior is also made of paper.

Straw (long)



Date of introduction: November 2019
Environmentally friendly: 3. Biomass blend
Target stores: All stores

We have changed the material of the bendable straws that we provide when purchasing paper cartons of drinks, etc. to a material containing biomass.

FamilyMart Frappe Straws



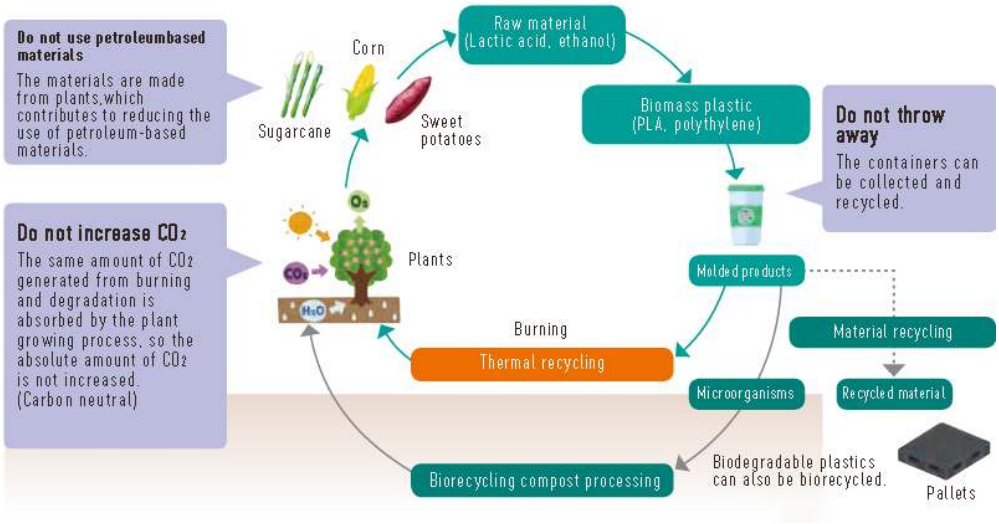
Date of introduction: June 2021
Environmentally friendly: 3. Biomass blend
Target stores: All stores

We have changed the material of the straws you use when purchasing FamilyMart Frappes to a biomass-blended material.

Use of plant-derived biomass plastics

Biomass plastics are made from renewable organic resources such as plants. The amount of CO2 used by the plants during photosynthesis is almost the same as that used when disposing of the container, so there is no substantial increase in the amount of CO2. There are methods for synthesizing resins from intermediate raw materials such as ethanol obtained by fermenting plant raw materials such as sugar from sugarcane and corn, and oils and fats, and research and development of new resins is progressing around the world.

Environmental circulation of biomass plastics



Chopsticks are recommended as an alternative to plastic forks.

In order to reduce the amount of plastic used, FamilyMart has decided to stop providing plastic forks in its stores.
However, we are taking into consideration the convenience of our customers, for example by providing bamboo chopsticks instead to customers who request forks, and continuing to provide forks to customers who are not accustomed to using chopsticks.



Product Initiatives

*Product images and plastic reduction amounts are based on information available at the time of release.

Environmentally friendly packaging (Famima no Eco Pake)

FamilyMart is taking steps to reduce the weight of containers and packaging materials for its original products, switching to alternative materials such as paper, and using environmentally friendly materials such as biomass plastics made from plants. Since 2020, these efforts have been actively promoted under the name "Famima no Eco Pake." As of June 2026, these efforts have reached their 42nd phase.

▶ List of Famima no Eco Pake(JP)

Lighter packaging

We have made the packaging film thinner for some cream puff products starting in April 2024, for some sandwich products starting in May 2024, and for some rolled rice ball products starting in November 2025.

Change to paper containers

Starting in September 2024, we changed the main containers for Famimaru KITCHEN soups to paper. This is expected to reduce plastic waste by approximately 170 tons per year.

▶ Related Release(JP)



Adopting environmentally friendly containers and packaging materials

▼Biomass plastics

This ingredient is used in all of our vegetable salads. Additionally, some of our rice balls, sandwiches, cream puffs, bento boxes, pasta, chilled fried noodles, pasta salads, and chilled desserts use containers that contain some of the above ingredients.

▼Recycled plastics

Some of our prepared noodle and mini deli products use containers that contain some of the above ingredients.

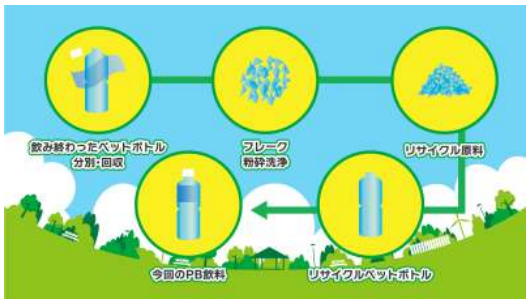
▼100% recycled PET bottles

We are promoting the use of recycled PET bottles (bottle to bottle) made from 100% recycled PET resin recycled from used PET bottles for our private brand "Famimaru."
By July 2024, the introduction will be completed for seven standard unsweetened tea products, including green tea, barley tea, and rooibos tea. It has also been introduced to containers for mineral water, coffee, etc., and the amount of new plastics manufactured from petroleum is expected to be reduced by approximately 4,750 tons per year.

▶ Related Release(JP)



Famimaru 's bottled drinks



Bottle-to-bottle (horizontal recycling) concept

Store Initiatives

Initiatives to make effective use of marine plastic waste

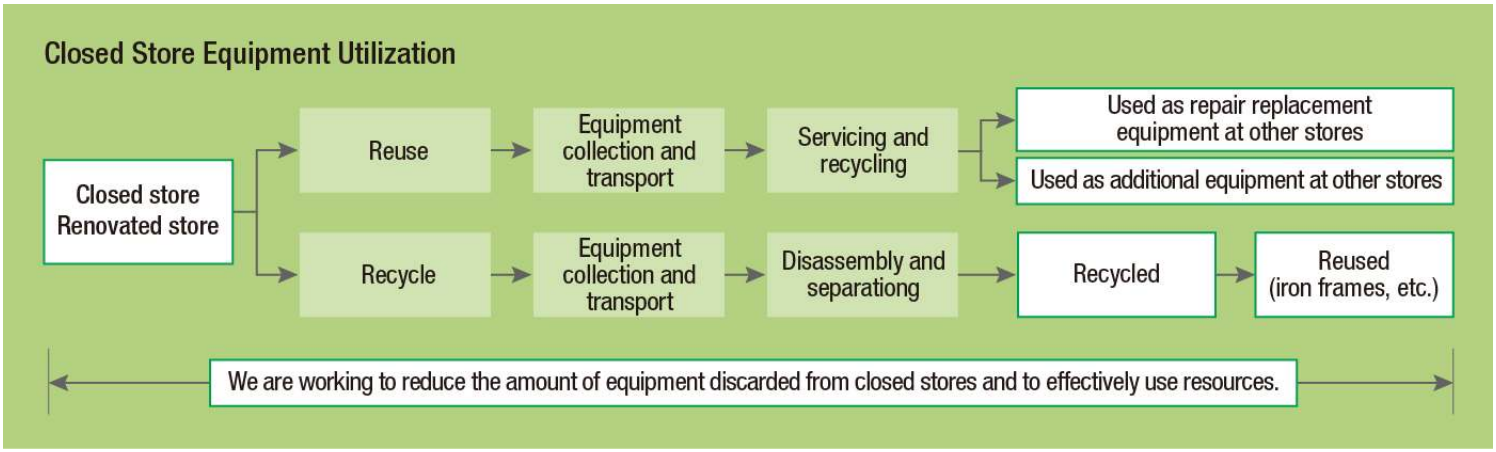
FamilyMart is working to raise awareness of the global issue of marine debris by installing shopping baskets made from marine plastic waste as part of the raw materials in some of its stores, allowing customers to actually use them, and by displaying posters in the stores informing customers that marine plastic waste is used as part of the raw materials.



Note: This product was developed in collaboration with Itochu Corporation and TerraCycle Japan, LLC.

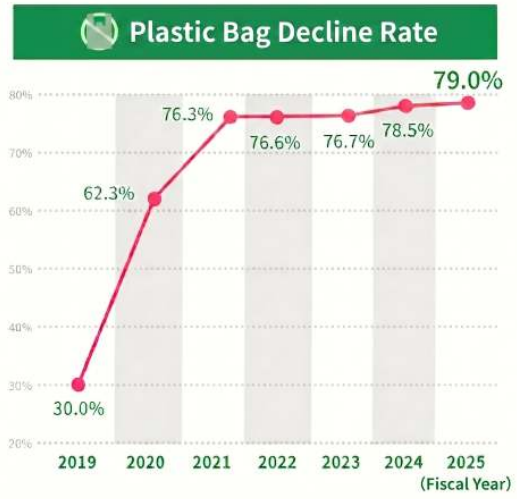
Recycling fixtures from closed stores

Among the counter fixtures discarded when a store closes, those that can still be used are refurbished and reused as additional fixtures in existing stores or as replacement fixtures for repaired equipment. Unusable items are dismantled, sorted, and recycled as raw materials for equipment and materials (steel, copper, etc.).



Initiatives to reduce the use of plastic bags

Reducing the use of plastic shopping bags not only reduces packaging waste but also contributes to CO2 emissions, so appropriate measures that take into account the characteristics of each business type have been required. In this context, a ministerial ordinance revision in July 2020 made it mandatory for retailers to charge for plastic shopping bags. FamilyMart maintains a high refusal rate of 79.0% for fiscal year 2025.



Biodiversity Conservation

Basic Concept

In order to achieve nature positive (regeneration of nature) by 2030 as stated in the "Kunming-Montreal Declaration" adopted at the Conference of the Parties to the Convention on Biological Diversity in December 2022, there is an accelerating movement for companies to disclose information on the impact of their business activities on the environment and their degree of dependency. Biodiversity issues, along with climate change, have become important issues that must be resolved socially.

FamilyMart recognizes that our business activities, which work hand in hand with local communities, are supported by, but also impact, biodiversity, the bounty of nature, and that the loss of biodiversity is a global issue.

Based on our long-term environmental goal, "Famima Eco Vision 2050," we have been proactively undertaking a variety of initiatives to protect biodiversity, including the proactive introduction of energy-saving equipment in stores to reduce CO2 emissions, which have an impact on climate change; curbing the generation of plastic waste, which pollutes the ocean and has a negative impact on ecosystems; switching to environmentally friendly materials for containers; and reducing food waste by developing products that use non-standard ingredients.

Going forward, we will further promote these initiatives and work towards achieving "nature positive" through various initiatives, including responding to disclosure requests by the Task Force on Nature-related Financial Disclosures (TNFD).

Related goals and progress

Task Force on Nature-related Financial Disclosures (TNFD)

FamilyMart supports the philosophy of the Task Force on Nature-related Financial Disclosures (TNFD), an international organization that aims to build a framework for corporate risk management and disclosure regarding natural capital, biodiversity, etc. In July 2023, we joined the TNFD Forum, a network of companies and organizations that support TNFD activities, and revised our biodiversity conservation policy to take into account international treaties and other standards. The new policy adds items such as supporting sustainable production and collaboration with stakeholders, and declares that it will promote efforts toward nature-positive (nature restoration), which means "halting the loss of biodiversity and putting it on the road to recovery." It also lists the procurement of raw materials for original products as a priority item.

▶ **Biodiversity Conservation Policy can be found here**

In assessing nature-related risks and opportunities in line with this policy, we first focused on the procurement of raw materials for our original products as a high-priority area, and as a first step, we disclosed information about coffee cultivation in September 2024.

Next, we conducted an assessment of FamilyMart entire business using the tool "ENCORE" recommended by TNFD, and the results confirmed once again that the company's dependence on and impact on raw material procurement in the upstream value chain is particularly significant. Based on these results, we will report on the raw material procurement of original products, which was identified as the most important issue. (Source: ENCORE knowledge base)
The table below is based on the ENCORE knowledge base and summarizes the dependency and impact on nature for FamilyMart 's original products in the upstream value chain. It shows that food, paper products, and construction have a high dependency on and impact on nature.

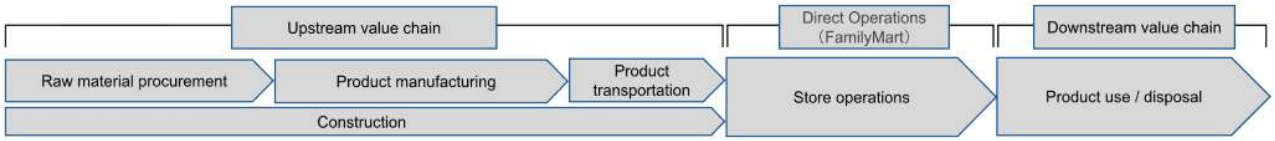
<Heat map of dependencies and impacts on FamilyMart entire business>

Value Chain		Dependencies							Impacts				
		Biological resource provision	Soil and water quality regulation	Natural disaster prevention and regulation	Climate and atmospheric regulation	Water supply	Biodiversity conservation	Cultural services	Air pollution	Water pollution and water resource use	GHG emissions	Land use and resource extraction	Biological resource extraction
Upstream	Agricultural and livestock raw materials	H	H	H	H	H	H	M	M	H	M	M	
	Marine raw materials	M	VH	H	M	H	L	L	M	M	M	H	L
	Paper product raw materials	H	VH	L	M	H	M	VL	H	L	L	M	VL
	Clothing raw materials		L	VL	VL	VL			M	L	M	L	
	Daily household goods raw materials		L	L	VL	L			M	M	L	VL	
	Food manufacturing		M	L	VL	L			M	L	L	L	L
	Paper product manufacturing		VL	L	VL	L			H	L	M	L	
	Clothing manufacturing		L	L	VL	VL			M	L	L	L	
Direct Operations	Printing services		VL	VL		L			VL	L	L	VL	
	Construction	VL	L	L	L	H			H	L	H	M	
	Warehousing		VL	VL	VL	VL			L	VL	M	VL	
	Transportation	L	VL	L	L	L			M	L	M	L	
	Retail		VL	VL	VL	L			L	VL	M	VL	
	Finance				VL	VL			L	VL	L	VL	

*VH: Very high, H: High, M: Medium, L: Low, VL: Very low, Blank: N/A or No data

The table below summarizes the dependencies and impact factors in the value chain for "food," "paper products," and "construction," which were identified as priority areas in the table above.
Based on the analysis in the tables above and below, we have positioned upstream raw material procurement, where particularly important factors are apparent, as priority areas to address. Some of these areas include coffee, which was disclosed in September 2024, and Famimaru Niigata Prefecture Tsunan Natural Water, which was disclosed in January 2026.

<Sorting out factors of dependencies and impacts on nature>



Food	Dependencies	● Raw materials procurement ● Water use ● Fuel use ● Electricity use	● Fuel use	● Fuel use ● Electricity use ● Water use	● Water use ● Fuel use ● Electricity use
	Impacts	● Land use change ● GHG emissions ● Water and soil contamination ● Marine ecosystem degradation	● Air pollution ● Energy use ● GHG emissions ● Generated waste	● Air pollution ● Water pollution ● GHG emissions ● Generated waste	● Generated waste ● Fuel use ● GHG emissions
Paper Products	Dependencies	● Raw materials procurement ● Water use ● Fuel use ● Electricity use	● Fuel use	● Fuel use ● Electricity use ● Water use	● Water use ● Fuel use ● Electricity use
	Impacts	● Negative impact on forest ecosystems ● Water pollution ● GHG emissions	● Air pollution ● Energy use ● GHG emissions ● Generated waste	● Air pollution ● Water pollution ● GHG emissions ● Generated waste	● Generated waste ● Fuel use ● GHG emissions
Construction	Dependencies	● Raw materials procurement ● Water use ● Fuel use ● Electricity use	● Fuel use	● Fuel use ● Electricity use ● Water use	
	Impacts	● GHG emissions ● Land use change ● Air pollution ● Generated waste ● Ecosystem degradation	● Air pollution ● Energy use ● GHG emissions ● Generated waste	● Generated waste	● Fuel use ● GHG emissions ● Generated waste

Overview of the TNFD Disclosure Report

About Famimaru Tsunan Natural Water in Niigata Prefecture

Following Ethiopian coffee beans in September 2024, in January 2026 we conducted an analysis and disclosure based on the TNFD (Task Force on Nature-related Financial Disclosures) for our new domestically produced product, "Famimaru Niigata Prefecture Tsunan Natural Mineral Water."
We conducted a LEAP analysis, as recommended by the TNFD, based on the perspective of the landscape approach, which views the area of Tsunan Town, Niigata Prefecture, where the water for this product is sourced, as a "landscape" where ecosystems and human activities coexist.
Through this analysis, we reaffirmed that the business of "Famimaru Niigata Prefecture Tsunan Natural Water" depends on the natural capital of a specific water source, and we also became strongly aware of the importance of working together with various stakeholders, such as the government, local communities, and other water users, to address the common challenge of sustainable water use throughout the entire watershed in which the water source is located.
In order to pass on the natural blessings of Tsunan Town, Niigata Prefecture to the future, we will work with local stakeholders to prevent water volume decline and pollution and conserve water resources, while also communicating the brand value of Tsunan water to customers across the country through our products.



Famimaru Natural Water from Tsunan, Niigata Prefecture

*The contents of the disclosure report are current as of January 2026.



River terrace photographed from the observation point of the Shinano River in Tsunan Town



Flowing spring water

Click here for the TNFD disclosure report (about Famimaru Tsunan Natural Mineral Water in Niigata Prefecture)

▶ Related Release(JP)

About our original coffee beans

The disclosure is regarding the production of coffee beans from Yirgacheffe, Ethiopia, which are used in Famima Café 's mocha blend.

In the above-mentioned production areas, in addition to being farms that make use of original forests, "traditional farming methods" are practiced, such as planting shade trees, reducing water use through natural selection, and reusing unwanted coffee cherries as fertilizer. The local export company also provides "agricultural guidance" to increase yields while making use of existing farmland. In order to ensure the sustainable procurement of the above-mentioned coffee beans, we will provide "agricultural guidance" through the export company, including the continuation of "traditional farming methods."

*The contents of the disclosure report are current as of September 2024.



The mocha beans we use are from Yirgacheffe



Local farm scene

Click here for the TNFD disclosure report (regarding coffee beans from our original products)(JP)

▶ Related Release(JP)

Material Issues 2: Evolving into a people-oriented hub for revitalizing the local community



Social background and awareness of issues

As social issues become more diverse and complex, it is now commonly understood at a global level that companies, as members of society, must proactively get involved in local and regional communities, understand the issues facing the countries and regions in which they operate, and contribute to resolving these issues.
Japan, which is facing a declining birthrate, aging population and declining population, is facing changes in its social structure, such as urbanization and diversification of family structures, along with demographic changes. In addition, lifestyles are diversifying due to an increase in the foreign population and progress in work style reforms. In this environment, the role of brick-and-mortar stores as retailers that support daily life is becoming increasingly important.
These changes will have a significant impact on FamilyMart 's business, so we believe they are issues that cannot be overlooked.
In recent years, natural disasters such as earthquakes and typhoons have become more frequent and severe, and there is a need to further improve resilience against such disasters. We recognize that one of our important responsibilities is to strive to ensure a stable supply of supplies in the event of a disaster.

Our Vision

FamilyMart 's Social Contribution Policy is to fulfill its social role and to operate convenience stores that feel welcoming to everyone in the community in order to create better communities as a company that lives hand in hand with local communities. Therefore, we see local community issues as needs, and as a safe and secure base for the people living in the town, we focus on services that provide convenience in order to contribute to the development of the local community while working closely with people and the region. We also aim to provide new convenience to our customers as the center of the local community, while responding to changes in social structure and lifestyles.
We have also begun efforts to support farmers in order to revitalize each region.

Initiatives

- Development and revitalization of local communities ▸
- Disaster prevention and support for affected areas ▸
- Healthy Development of the Next Generation ▸
- Supporting and collaborating with NGOs and NPOs ▸
- Cooperation with local governments ▸

Basic Concept

As a retailer that is part of social and lifestyle infrastructure, FamilyMart works every day to contribute to the development of local communities through community-based management.
Additionally, in the event of major damage caused by natural disasters such as earthquakes or heavy rains, we work in cooperation with the national and local governments, as well as other companies, to utilize our nationwide product supply and logistics networks as part of our social infrastructure functions, and are systematically preparing on a daily basis to provide supplies to affected areas as quickly as possible.

Value created

By utilizing digital technology and providing products and services that meet the needs of the local community, we aim to provide new discoveries and experiences in people's lives and contribute to making everyday life more enjoyable.
We are also working to support farmers and agriculture in Japan, so that it can be passed on to the next generation. By commercializing agricultural products from each region, we aim to contribute to the revitalization of local communities.
Furthermore, in cooperation with local governments and other organizations, we strive to prevent crimes, incidents, and accidents before they occur, contribute to revitalizing local communities through daily communication, and strive to contribute to creating safe and secure local communities by maintaining a stable supply of products to facilitate rapid recovery in the event of a natural disaster or other disaster.

Promotion Structure

FamilyMart has its stores as its bases, with each department, including sales, merchandise, and logistics, demonstrating their capabilities while promoting initiatives that address the needs of each local community.
We also provide support to local communities by concluding various agreements with local governments across the country, as shown below.

- Regarding support for areas affected by large-scale natural disasters, we have signed agreements with local governments across the country and are collaborating with other companies and organizations to establish support systems in the event of a disaster.
- With the aim of responding quickly and appropriately to various local issues and revitalizing local communities and improving services for residents, we have concluded comprehensive agreements with local governments nationwide to cooperate in areas such as childcare, support for the elderly, tourism, development, and environmental activities.
- We are working to conclude monitoring agreements that support activities to ensure that local children and elderly people can live safely and with peace of mind.

Development and revitalization of local communities

Basic Concept

As a community hub in the local community, convenience stores recognize that one of their important responsibilities is to contribute to solving problems and promoting interaction while working closely with people and the community.
To that end, we will not only work to improve the environment for children to grow up healthy and to provide more support for the elderly, but also to address issues such as eating alone, such as elderly people living alone and children from dual-income households, and to build circles of support within the community.

Initiatives as a hub for regional revitalization

FamilyMart Food Drive

FamilyMart Food Drive is an initiative where people bring in surplus food from their homes to FamilyMart stores, and through partner organizations such as NPOs and social welfare councils that run children's cafeterias and food pantries in the community, the food is delivered to those in need. Through this initiative, surplus food from homes is put to good use, contributing to local food support and reducing food waste. Furthermore, by using FamilyMart stores nationwide as collection points, people in the community can easily participate in social contribution activities. Those who have received support have said things like, "I don't have the money to buy snacks often, and with rising prices I have to cut back on food expenses, so I'm grateful for the food support."
As of the end of May 2026, we have partnered with 690 organizations, are operating in 50,001 stores, and have donated over 600 tons in the five years since our inception.



Since 2024, in addition to donations from households, we have also received cooperation from partner companies that support FamilyMart Food Drive. These companies donate surplus inventory generated from the supply chain, as well as food and beverages that do not reach the stores but have sufficient time remaining until their expiration date. We then deliver these to people in need of food assistance through our partner companies. As a result, the total amount of donations from companies reached approximately 118 tons (321,945 items) between March 2024 and February 2026.



An example of inventory items provided by our business partners.

▶ For more information about FamilyMart Food Drive click here

Famima Children’s Cafeteria

Famima Children’s Cafeteria is an initiative that supports community revitalization by providing a place where local children and their guardians can enjoy meals together and an opportunity for community interaction. It began operations in April 2019 and by the end of May 2026, it had been held approximately 770 times with approximately 9,000 participants. Some stores offer programs that combine enjoyable dining with experiential events, such as cashier experiences or tours of the back of the store.

In fiscal year 2025, we will continue to hold collaborative events with a variety of companies, creating even better programs that utilize each company's assets.

We hope that this will be used as a place to forge connections within the community, not only through meals and events, but also by providing an opportunity for participants to communicate with each other.

We've received positive feedback from participants, such as "It was fun" and "I want to participate again," so we're expanding the number of participating locations.

▶ Click here for more information about Famima Children’s Cafeteria



Meal scene



Work experience

VOICE

Children's cafeterias have spread to over 10,000 locations nationwide, serving as "community hubs" where local residents of all generations can gather and connect with one another.

FamilyMart 's consistent support for children's cafeterias for over seven years has been a great boost to their activities. We are deeply grateful for their continued support.

The "Famima Children's Cafeteria" events and the nationwide "FamilyMart Food Drive" campaigns have not only provided temporary support, but have also achieved wonderful results in creating an opportunity to re-examine "connections through food" and "a culture of mutual support" in local communities, starting from familiar places. Because the people at our stores, which are easily accessible locations, are working on these initiatives, many local residents have become aware of the existence of children's cafeterias and have been given the opportunity to get involved. Furthermore, it is very encouraging to be able to work together to connect the feelings of many customers to children's cafeterias all over the country through the "Bridge of Dreams Fundraising Campaign."

As the value of human connection grows more than ever, our long-standing partnership with FamilyMart is a great asset to us. We sincerely hope that we can continue to work together as a "family" that is close to the community, to build a sustainable local community filled with smiles and kindness.



Rie Mishima, Chairperson of Musubie, a certified NPO supporting children's cafeterias nationwide.

FamilyMart Gallery

We hold "FamilyMart Gallery" art exhibitions, where artwork by people with disabilities is displayed in the eat-in spaces of our stores. So far, the exhibitions have been held in Utsunomiya, Tochigi Prefecture; Taito Ward, Tokyo; Chiba Prefecture; Miyagi Prefecture; and more. We aim to promote understanding of disabilities in the local community and to support the creation of a society in which everyone can play an active role.



FamilyMart Gallery

Responding to an ageing society

Family Mart Circle

Utilizing the eat-in space in stores, FamilyMart holds "FamilyMart Circle" community gatherings to help resolve issues faced by the elderly. The events create connections between customers, and hold seminars on topics such as "preventing damage from specialized fraud," "voluntarily surrendering driver's licenses among the elderly," and "preventing frailty (a decline in mental and physical vitality that comes with age)" that are being tackled by the police and local governments. Participants, store managers, and store staff exchange ideas and deepen their connections. Going forward, stores will continue to provide information useful for daily life in their respective communities and act as hubs for community interaction, promoting the creation of towns where the entire community supports each other.



Family Mart Circle

Utilizing senior staff

As the aging of the local population progresses, FamilyMart is also focusing on initiatives to utilize the knowledge, skills, and motivation to work of seniors. Taking into consideration the employment situation, our stores actively hire healthy and energetic seniors, who work energetically, making use of the wisdom and experience they have gained from living in the area for many years.
In addition, the networks that seniors have with local people not only create a strong relationship of trust between stores and customers, but also help to build strong ties with the entire community through communication.



Senior staff putting out merchandise

Dementia Supporter

The number of dementia patients is increasing as the population ages. For this reason, the Ministry of Health, Labor and Welfare is working with local governments to train "dementia supporters" who have a correct understanding of dementia and can provide support for patients. FamilyMart promotes participation in local government dementia supporter training courses and regularly holds training sessions for employees, including store managers and head office staff, based on the Caravan Mates program. This is to ensure that employees have accurate knowledge and understanding of dementia and can provide support to dementia patients and their families, and to apply this approach to store operations. As of the end of February 2026, 3,834 people have obtained the "Dementia Supporter" certification.
We will continue to hold dementia supporter training courses to increase the number of people who have obtained the certification, while deepening our collaboration with local governments and contributing to creating cities where people can live in peace.



Scene from the Dementia Supporter Training Course held during new employee training

Regional revitalization through collaboration with production areas

"Connecting with producers" to support sustainable fruit production.

FamilyMart 's connections with local communities extend beyond activities based at its stores nationwide. It also maintains deep relationships with farmers across the country, and driven by a desire to collaboratively address the challenges faced by production areas, it has launched the "Convenience Stores, with Producers" project, which supports sustainable fruit production.

Currently, Japanese agriculture faces many challenges, including labor shortages due to the aging of farmers, unstable harvests due to climate change, and the occurrence of "substandard" fruits that are "good in taste but have blemishes." In response, FamilyMart is visiting production sites to gain a deep understanding of the current situation, collaborating with local governments, and communicating the appeal and challenges of production areas through product development and sales.

Now in its fourth year since its launch in 2023, the company has widely developed ice bars using various fruits from all over Japan.

By enjoying these delicious products in their everyday shopping, customers can participate in activities that support the smiles of producers and the future of their regions.



"Melting Texture, Packed Strawberry" released in April 2026.



By visiting production sites and speaking directly with producers, we strive to hear their firsthand accounts and understand the challenges they face.

Creating a safe and secure city

Safety Station Activities

As a member of the Japan Franchise Association (JFA), FamilyMart has been working on Safety Station activities to protect the safety of the local community since 2000.
This activity was initiated at the request of the National Police Agency, and in cooperation with the national and local governments, as well as local residents, it is being actively implemented as a measure for everyday crime prevention, disaster prevention, and safety and security, including providing emergency support to wandering elderly people, women, and children, as well as strictly enforcing a ban on the sale of tobacco and alcohol to people under the age of 20, and encouraging young people to return home late at night.
In fiscal year 2025, a total of 162 stores were recognized by the JFA for their efforts in preventing damage from special fraud.
At JFA award-winning stores, FamilyMart presents a letter of appreciation in the name of the president to store managers and store staff who demonstrate excellent customer service that serves as an example for other stores.
We will continue to operate our stores with a strong connection to the local community as a "safe and secure base for the town."



Safety Station activity store poster

SS広場 safety station

▶ Japan Franchise Association "SS Hiroba" website

Status of response in 2025

Women's rush	908 stores	Over 1,200 times
Children's rush	678 stores	924 times or more
Elderly Protection	2,199 stores	Over 3,700 times
Preventing special fraud (bank transfer fraud, etc.)	4,069 stores *Number of deterrents: 5,387 or more	
Urging teenagers to go home late at night	5,746 stores	

◆ Representative examples of Safety Station activities

・Protecting a customer from a fraudulent act by "speaking to them" when they noticed something suspicious about their behavior

・Protecting a woman temporarily from a stalker who was following her around

・Protecting and reporting lost children and children who came running in for help

・Protecting and reporting (contacting the family) elderly people who are thought to have dementia or who are in poor health

・Appropriately responded (traffic control, rescue and protection, reporting, etc.) to accidents (traffic accidents, fires, etc.) that occurred near the store.

Preventing the sale of alcohol and tobacco to people under the age of 20

FamilyMart is promoting an initiative not to sell alcohol or tobacco to people under the age of 20. In July 2017, the cash register program was changed so that when alcohol or tobacco products are scanned at the cash register, a message is displayed on both the store staff and customer's cash register screens along with a voice prompt, making it easier to alert store staff and verify the customer's age.

When hiring store staff, they undergo training to verify age before serving customers. In addition, we have created educational videos for store managers and staff through our franchisee online learning system. Furthermore, we conduct regular training sessions twice a year on "alcohol and tobacco sales procedures" for all store staff.

In addition to keeping records of completion of regular education courses, store managers and supervisors also check whether alcohol sales floor labeling and categorized display as required by law are being carried out properly, and whether POP signs prohibiting drinking and smoking by persons under the age of 20 and posters stating "age verification in progress" are posted.

Age verification in stores

1. When you scan an alcohol or tobacco product at the register, you will hear a voice message saying, "Please help us verify your age."
2. At the same time as the voice guidance, a message will be displayed on the register screens of both the store staff and the customer.
3. When the customer presses the button on the register screen, a voice guidance will be heard saying, "You may be asked to present identification."



Register screen message (customer side)



Register screen message (store staff side)

Disaster prevention and support for affected areas

Basic Concept

FamilyMart has been designated as a "designated public institution" by the Prime Minister of Japan based on Article 2, Paragraph 5 of the Disaster Countermeasures Basic Act. As a "designated public institution," we play an important role in disaster prevention, emergency response, and recovery, including the formulation of disaster prevention business plans, and we are taking various measures as follows:

■ Establishment of FamilyMart branch

As a designated public institution, we installed satellite communication equipment on the roof of our headquarters in September 2022 and established FamilyMart Station. Through satellite communication lines, we participate in the central disaster prevention radio network that connects the Prime Minister's Office, central government ministries, and other designated public institutions nationwide.

In addition, we utilize government agency systems to share necessary information during disasters.

■ Development of a Business Continuity Plan (BCP)

FamilyMart has established a Business Continuity Plan (BCP) to prepare for emergencies such as large-scale disasters. In order to ensure the continuation of store operations, the BCP has been formalized and defined in detail, including the maintenance of headquarters functions, backup systems for food manufacturing contractors and logistics networks, emergency product supply systems, and store operations in the event of a disaster, and is reviewed as needed.

■ Implementation of training

Every year, our company conducts a "Disaster Response Headquarters Establishment Drill" simulating a large-scale disaster.

We are working to improve our response capabilities by verifying the effectiveness of our BCP (Business Continuity Plan) through scenario-based training and taking measures to address the issues that have been highlighted.

Furthermore, we conduct post-disaster reviews of our responses to actual disasters and utilize the findings to improve future disaster prevention and mitigation measures.

■ Community support during disasters

Our company considers the swift restoration of our stores in the event of a disaster to be one of our top priorities. This is because, even if the local community is affected by a disaster and our stores are damaged, we believe that being able to return to normal operations as quickly as possible is our greatest contribution to the community as a company that provides essential infrastructure.

During the recovery phase, our employees are dispatched directly to the affected areas as support teams, working to restore stores so that local residents can return to their normal lives as quickly as possible. Furthermore, we have completed the conclusion of "Disaster Relief Material Support Agreements" with all prefectures. As a result, in the event of a disaster, we provide necessary relief supplies based on requests from the affected municipalities, thereby supporting the affected areas, especially those affected by evacuation.

Supporting disaster-stricken areas through in-store donations

When a large-scale disaster occurs, both at home and abroad, we switch in-store donations to "disaster relief donations" and use them to help support the affected areas.
Thanks to the kind cooperation of our customers, we were able to deliver a large amount of financial support to the disaster-stricken areas.

Disaster relief fundraising results since 2023

year	Campaign	Amount
2023	**Donations for Türkiye and Syria Earthquake Relief**	95,163,156 yen
2024	**Donations for Noto Peninsula Earthquake Relief**	280,503,389 yen
	Donations for Eastern Taiwan Earthquake Relief	38,811,615 yen
2025	**Donations for Los Angeles Wildfire Relief**	Total donations: 5,000,000 yen *Includes: 2,159,248 yen in store donations and 2,840,752 yen in donations from FamilyMart Co., Ltd.
	Donations for Ofunato City Wildfire Relief	3,149,718 yen
	Donations for Imabari City Wildfire Relief	1,010,312 yen
	Donations for Myanmar Earthquake Relief	21,879,798 yen
2026	**Donations for Otsuchi Town Wildfire Relief**	1,505,715 yen

The 2024 Noto Peninsula Earthquake Disaster In response, we conducted in-store fundraising campaigns at all FamilyMart locations nationwide. We also coordinated efforts across our entire supply chain to provide food aid, such as rice balls and bread, as well as clothing items from our private-label line, “Convenience Wear.” Additionally, we dispatched employees to the affected areas to assist with store recovery and worked to restore operations as quickly as possible.In March 2024, we held the “Hokuriku Delicacies Tour” fair—featuring a selection of delicious dishes from the three Hokuriku prefectures (Fukui, Ishikawa, and Toyama)—at approximately 3,700 FamilyMart stores in the Hokuriku, Koshin, and Tokai regions, and donated a portion of the proceeds from product sales to the Japanese Red Cross Society as relief funds for the 2024 Noto Peninsula Earthquake Disaster.Furthermore, from February 11 to March 17, 2025, alongside the launch of products made with ingredients from Ishikawa Prefecture and original products featuring Noto Kintoki sweet potatoes,in collaboration with Coca-Cola Customer Marketing Co., Ltd. and Hokuriku Coca-Cola Bottling Co., Ltd., we launched the “Ishikawa Eat and Support Project” at approximately 520 stores in the Hokuriku region (FamilyMart), which included select Coca-Cola products as part of the donation initiative. A portion of the sales proceeds was donated to Ishikawa Prefecture.

A portion of the sales from the "Eat and Support Ishikawa Project": 3,000,000 yen

<Breakdown>

FamilyMart Co., Ltd. 2,000,000 yen

Coca-Cola Customer Marketing Co., Ltd. and Hokuriku Coca-Cola Bottling Co., Ltd.: 1,000,000 yen

<Depositor>

Ishikawa Prefecture

<Date of deposit>

Wednesday, April 30, 2025



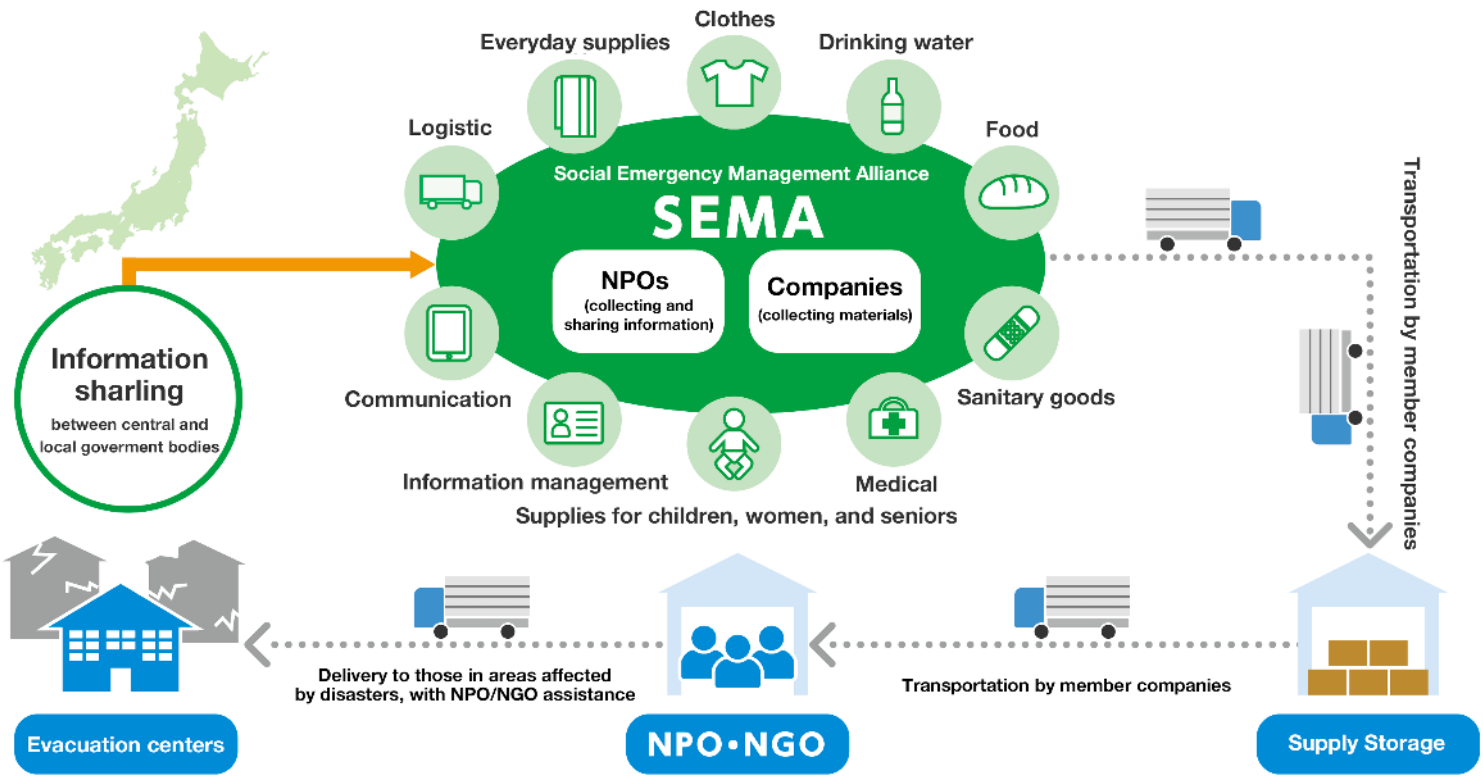


Participated in SEMA, Japan's first private-sector-led emergency disaster response alliance

The Emergency Disaster Response Alliance (SEMA*) was established in August 2017 in Japan, a region prone to natural disasters, with the aim of saving as many affected people as possible as quickly as possible during large-scale disasters. FamilyMart supports this objective and has been a participant in SEMA since its inception.
SEMA believes that a system that allows each company and organization to work together is necessary for a rapid recovery from a large-scale natural disaster, so it prepares a list of the supplies and services that its member companies and organizations have in peacetime, and packages the support that each company will provide in the event of a disaster so that they can be delivered quickly to affected areas. It also aims to reduce the burden on affected local governments by exchanging information and coordinating support with public institutions, reducing gaps and waste in support.

*SEMA (Social Emergency Management Alliance): Composed of a corporate alliance of private companies and a CSO alliance of civil society organizations. As of May 2026, it has 119 member companies and 6 civil society organizations.

SEMA overview



Other support for disaster-stricken areas

We are taking various measures to provide ongoing support to those affected by disasters such as the Great East Japan Earthquake and the Kumamoto Earthquake.

Conducting a lesson on selling wakame seaweed for children

This initiative involves employees acting as instructors and visiting elementary, junior high, and high schools to give lectures. We started this initiative in 2012 in collaboration with Save the Children Japan, an organization that provides support for children in disaster-stricken areas. Our first step was holding a sales support class for students at Massaki Junior High School in Ofunato City, Iwate Prefecture—an area that suffered enormous damage from the earthquake and tsunami. This was conducted as part of their "wakame seaweed farming and sales" project in their "Integrated Study" class. The students had lost their cultivation facilities and all the wakame they had carefully grown due to the earthquake, but they overcame that setback and restarted their efforts. The company wanted to help them in any way they could, so they taught them "mind set for sales" including greetings, customer service, and the creation of promotional materials. Since 2012, as a continuous initiative, employee instructors have been visiting schools every year to conduct classes.



Teaching students how to create promotional materials



Selling the wakame seaweed that we cultivated ourselves

Fostering risk awareness regarding natural disasters and accidents

FamilyMart has been conducting safety confirmation drills four times a year for its head office employees as one way to foster risk awareness regarding natural disasters and accidents. Since 2018, these drills have also been incorporated into safety training at approximately 16,400 stores nationwide, aiming to raise risk awareness throughout the group, together with franchise stores. In addition, store managers and store staff are provided with the "FamilyMart Emergency Action Guidelines" and instructed to keep them on hand.

We offer both a Japanese version and an English version for foreign staff, and it summarizes what to do in the event of a disaster, such as a major earthquake, and what to prepare for such an event. It is designed to be used by individual stores to confirm evacuation locations and emergency contact information in case of an emergency.

▶ **For disaster prevention measures at home. Click here for more information on rolling stock**

Healthy Development of the Next Generation

Basic Concept

In any era, supporting children has been one of the most important issues for countries and local communities.
In addition to the declining birthrate and aging population, changes in family structures due to the increase in dual-income households and a diversifying society, the environment surrounding children is changing. Beyond issues such as poverty and educational disparities, there is a growing need to deepen our understanding of diversity and create a society where everyone can grow up with peace of mind. FamilyMart, together with stores and store staff nationwide, is actively working in collaboration with local communities to support the healthy development of children who will shape the future and to assist families childcare.

FamilyMart Child Store Manager Initiative

The FamilyMart Child Store Manager Initiative is an initiative that allows local children to gain work experience at actual FamilyMart stores.
The program has been well received not only by the children who participate, but also by their parents, as it is an opportunity for them to have fun while learning about store work, such as putting on a real uniform, operating a cash register, and arranging products.
The participating children will receive a certificate designating them as "FamilyMart Child Store Manager Initiative."

▶ Click here for more information about Child Store Manager Initiative(JP)


Cash register experience


Experience putting out merchandise

FamilyMart Child Store Manager Initiative + SDGs

This activity combines the "Famima Child Store Manager Initiative" work experience program such as cashiering and product display with FamilyMart 's efforts to reduce food loss, make shopping easier for everyone, and sustainability experiences such as the food drive system, quizzes, and other activities. The children and parents who participate in the program not only interact with the local community, but also deepen their understanding of a sustainable society.



Explaining the Eco Discount Stickers



A scene from the pointing sheet experience

"FamilyMart’s Thank You Letter Contest"

As a member of the local community, we hold the "Thank You Letter Contest" for elementary school students nationwide with the aim of contributing to the healthy growth, development of rich hearts, and vitality of the community for the children who will live in the future. We have been hosting the contest since 2009, and in 2026 it will be the 187th time it has been held.

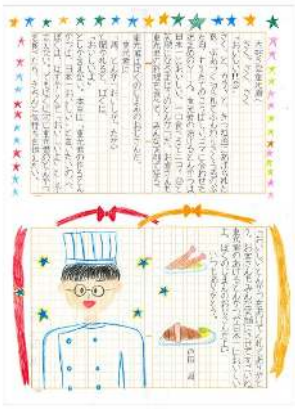
People who have gratitude and can honestly express it in words can help revitalize communication in their local community and, as creators of a sustainable society, contribute to the healthy development of the local community.

As email and social media become the primary means of communication and the way we communicate changes, we believe that putting gratitude into words, writing letters, and having children think anew about their feelings of gratitude will not only nurture children's rich sensibilities, but will also help them grow into adults who can honestly say thank you, and will lay the foundation for future communication.

To date, the program has received approximately 4.65 million applications and has been taken part in by a total of 25,000 elementary schools. In recognition of its track record and contributions to Japanese language and moral education, it was sponsored by the Ministry of Education, Culture, Sports, Science and Technology in 2019 and awarded the Minister of Education, Culture, Sports, Science and Technology Award in 2022.
In addition, five past winning works have been published in moral education textbooks published by two companies (2018), and are being used in school education.
The award ceremony for the best work is held at the winner's elementary school, attended by their family, local FamilyMart employees, and store managers and staff from the nearest store, all to celebrate the student's win.
Some stores display the submitted works, introducing the achievements of local children and contributing to promoting community interaction by providing a place to celebrate them.





▶ **Click here for more information about FamilyMart's Thank You Letter Contest(JP)**

Famima Academy

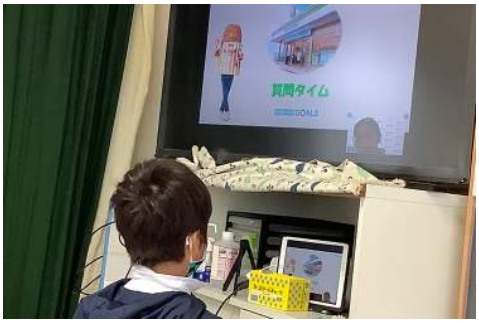
Famima Academy offers fun learning classes on topics such as SDGs and career education for a wide range of students from elementary school to high school.

The SDGs class aims to provide an opportunity to think about and take action on the issues facing the world, and is a program that not only teaches basic knowledge about the Sustainable Development Goals (SDGs), but also specifically and clearly teaches FamilyMart 's efforts toward the SDGs. In addition, the program will cover themes such as LGBTQ, which are closely related to the SDGs.

In the "Career Education" class, employee instructors talk about FamilyMart 's operations and various duties with the goal of helping students who attend the class imagine their future selves.

Not only does this encourage each student to deepen their learning and achieve their goals, but by working together with the school on this initiative, it also helps to improve the skills and motivation of the employees who act as instructors, making it a very meaningful activity for FamilyMart.

Examples from elementary schools



What are the SDGs? Why are the SDGs necessary? What can we all do together? We thought about this together with FamilyMart, with the goal of providing learning experiences that would leave each individual with new realizations.

Examples from junior high schools



In addition to learning about the 17 goals of the SDGs, participants were introduced to examples of environmental and social initiatives in which FamilyMart is actively working, deepening their understanding of the importance of the SDGs.

Examples from High Schools



The classes focused on the connection between the SDGs and society, and included themes such as "career education," which gives students an opportunity to think about their own future, and "LGBTQ," which is gaining social attention.

Everyone's Lemonade

As part of our activities to support children who will shape the future, we have been working with the children of Minna no Lemonade no Kai (Everyone's Lemonade Association) supports pediatric cancer patients and their families, since 2023. Every year, we release a beverage that we jointly developed, and we select children to appear on the packaging. A portion of the sales is donated to the organization, and is also used to support the "Minremo Santa" activity, which the organization conducts annually to deliver gifts to children receiving treatment in hospitals.







▶ **Click here for more information about Everyone's Lemonade**

Supporting and collaborating with NGOs and NPOs

Basic Concept

In 1993, FamilyMart installed donation boxes in all of its stores and began accepting in-store donations.
Since 2006, we have been conducting fundraising activities as the "FamilyMart Connecting Dreams Foundation Donation" to act as a "bridge" between our customers and NGOs/NPOs that are carrying out activities, and to work together on social activities. The donations we receive, along with our corporate donations (matching gifts*), are used for activities that benefit children and the future of the planet.
In addition, with the office located in the Sustainability Promotion Department at our headquarters, we are proactively working on collaborative projects with the recipients of our donations and are also engaged in support activities that go beyond donations.
FamilyMart operates more than 16,000 stores across Japan, with a total of approximately 15 million customers each day. For this reason, the company believes that in-store fundraising is an important sustainability activity that utilizes its store network to play a major role as a fundraising hub.

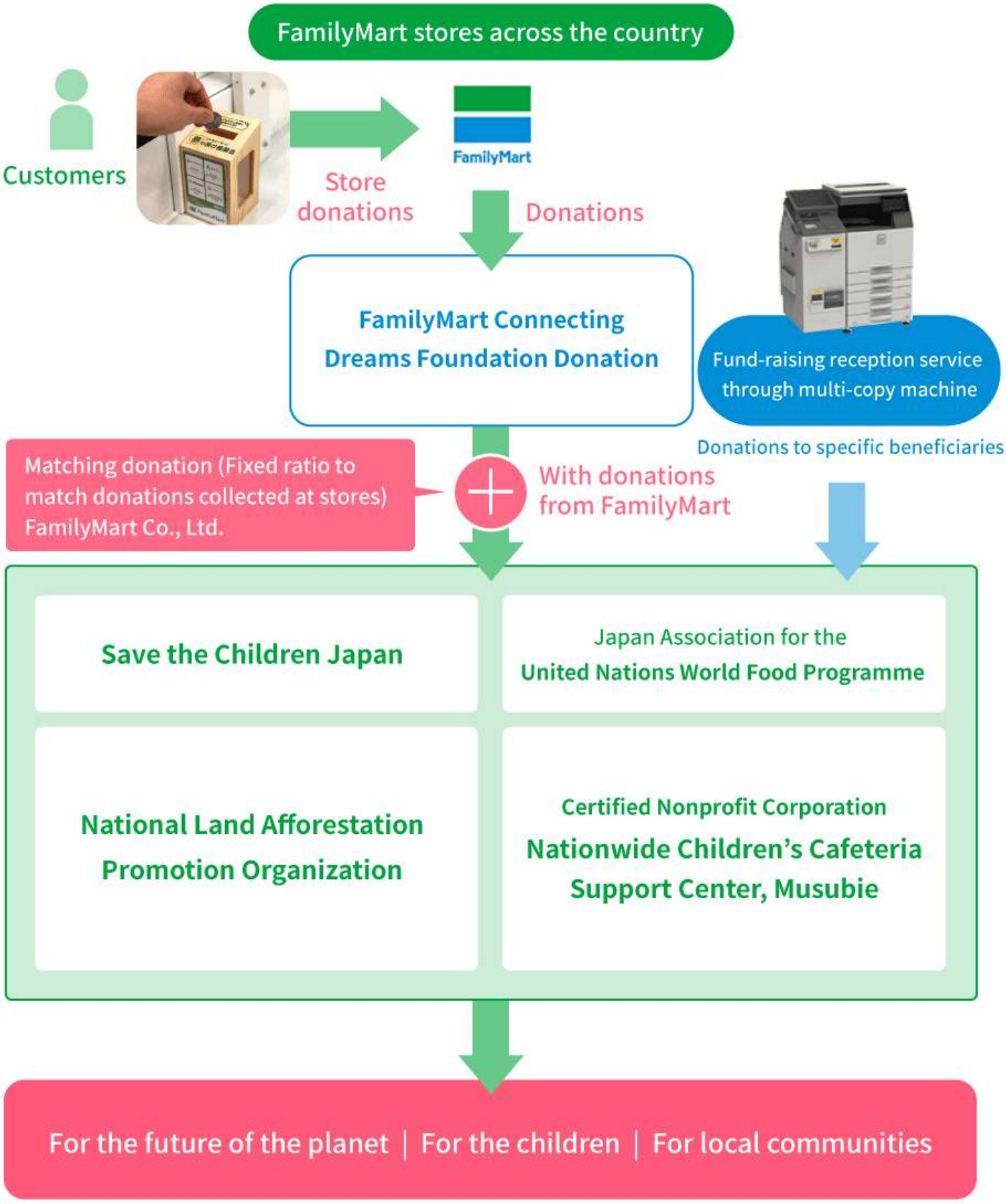
*Matching gift: A donation made by a company or other organization by adding a certain percentage to the total amount of donations.

FamilyMart donation results

Fundraising results for fiscal year 2025

Includes in-store donations, multi-copy machine donation reception service, disaster relief donations, major corporate donations, etc.

442,061,904 yen


FamilyMart stores across the country
Customers
Store donations
FamilyMart
Donations
FamilyMart Connecting Dreams Foundation Donation
Fund-raising reception service through multi-copy machine
Donations to specific beneficiaries
Matching donation (Fixed ratio to match donations collected at stores) FamilyMart Co., Ltd.
With donations from FamilyMart
Save the Children Japan
Japan Association for the United Nations World Food Programme
National Land Afforestation Promotion Organization
Certified Nonprofit Corporation
Nationwide Children's Cafeteria Support Center, Musubie
For the future of the planet | For the children | For local communities

Fund-raising reception service through multi-copy machine

At a multi-copy machine at a store, customers can donate by specifying beneficiaries and donation amount.
• Service is available at Fami port at some stores.

Matching donation

FamilyMart makes a matching donation to support the activities of each organization.

Initiatives using the Bridge of Dreams Fund

Save the Children Japan

FamilyMart has been supporting Save the Children since 1993.
In addition to directly delivering support to children in Japan and around the world in areas such as emergency and humanitarian aid, education, health and nutrition, disaster prevention, child protection, and solving child poverty, we also support a wide range of activities to promote children's rights, such as social awareness and advocacy (policy proposal) activities. In addition, as "Famima Children's Cafeteria + Save the Children," we collaborate on disaster prevention workshops during Disaster Prevention Month.

▶ For more information about our work with Save the Children, click here



©Jordi Matas/Save the Children

This image shows how mental health and psychosocial support is being provided to children affected by the earthquakes in Türkiye and Syria through a children's play area.

Japan Association for the United Nations World Food Programme (WFP)

Since 2006, FamilyMart has supported the United Nations World Food Programme (WFP) in its efforts to eradicate hunger around the world.
We also participate as a partner of the Japan Association for the World Food Programme, and in cooperation with WFP, we fulfill our public role in society. We donate a portion of the FamilyMart Bridge of Dreams Fund to provide school lunch support and emergency assistance to deliver life-saving food to people who have lost their homes in conflict or are in need due to disasters.

▶ For more information about our activities with the United Nations World Food Programme Association, click here



Children eating fortified biscuits

Japan the National Land Afforestation Promotion Organization (a public interest incorporated association)

FamilyMart supports the the National Land Afforestation Promotion Organization. Specifically, through the organization's "the Greenery Donation Funds," it supports the "Forest classroom for kindergarteners," where kindergarten and daycare children learn about the importance of forests and nature; the "Kikigaki Koshien," where high school students learn from the wisdom and way of life of experts in forests, oceans, and rivers across Japan and reflect on a sustainable society;as well as the "Children's Future Forest Creation Project," which involves planting commemorative trees that serve as local symbols and conserving satoyama landscapes. Through these initiatives, we provide environmental education programs that allow children to experience, learn from, and protect forests.



Forest Creation Project for Children's Future

▶ **For details on our activities with the National Land Afforestation Promotion Organization please click here.**

Certified NPO National Children's Cafeteria Support Center Musubie

Since 2021, FamilyMart has been supporting the certified NPO National Children's Cafeteria Support Center Musubie to help children and families with childcare.
We have jointly launched the "Connecting and Linking: Supporting Children's Cafeterias Project," and we regularly implement grant programs throughout the year to support the continuation and establishment of new children's cafeterias.


Certified NPO National Children's Cafeteria Support Center Musubie

▶ **For details on Musubieto activities, click here**

Save the Children

Save the Children

Advancing children's rights through programs and initiatives worldwide



Save the Children is an international NGO specializing in child support, with a history of over 100 years. It operates in approximately 100 countries worldwide, including Japan, in areas such as emergency and humanitarian aid, health and nutrition, and education.
FamilyMart has been supporting the cause since 1993 as a participating retailer in in-store fundraising. In 2006, the “FamilyMart Connecting Dreams Foundation Donation” campaign began as an in-store fundraiser for FamilyMart, and the company continues to support the cause as a beneficiary of the “FamilyMart Connecting Dreams Foundation Donation” in-store fundraiser.

Support from the "FamilyMart Connecting Dreams Foundation Donation"

Donations collected at FamilyMart stores nationwide, under the name "FamilyMart Connecting Dreams Foundation Donation," are made in part to Save the Children as activity support funds, along with donations made through the multi-copy machine donation service.
The "FamilyMart Connecting Dreams Foundation Donation" not only provides direct support to children around the world and in Japan in areas such as emergency and humanitarian aid, education, health and nutrition, disaster prevention, child protection, and solving child poverty, but also supports a wide range of activities to promote children's rights, including social awareness campaigns and advocacy (policy recommendations), thus contributing to the realization of comprehensive child support activities.

▶ Report on the "the FamilyMart Connecting Dreams Foundation Donation"(JP)

Activities in 2025

Save the Children provides emergency and humanitarian aid to children in difficult situations such as conflict and food crises, while also carrying out support activities in areas such as education, health and nutrition, disaster prevention, child protection, and child poverty alleviation around the world and in Japan. In 2025, Save the Children provided support to more than 37 million children. In addition, a portion of the donations collected at stores following the major earthquake in central Myanmar in March 2025 is being used through Save the Children to support children and their families affected by the disaster.



© Save the Children

Save the Children trucks carrying relief supplies (Myanmar earthquake)

▶ 2025 Activity Report

▶ Report on major collaborative projects between FamilyMart and Save the Children(JP)

Main domestic collaborative projects

FamilyMart has been working with Save the Children on comprehensive support for childen, including collaborating on Save the Children's "Children's Food Support Boxes" initiative and co-hosting outreach classes for middle and high school students. Following our efforts in fiscal year 2024, we once again collaborated in fiscal year 2025 to hold a disaster preparedness workshop incorporating children's perspectives as part of the "Famima Children's Cafeteria + Save the Children" initiative, held in conjunction with Disaster Prevention Month in September and utilizing the dine-in space at the FamilyMart store. Leveraging the respective strengths of the company and the NGO, we held a workshop for local children and their families designed to raise disaster preparedness awareness while teaching them the necessary knowledge to be prepared for any situation.



▶ Jointly hosting "Famima Children's Cafeteria + Save the Children"

Thailand: "Educational Promotion Project to Prevent Water Accidents among Children"

From fiscal 2016 to fiscal 2020, FamilyMart supported the "Education Promotion Project to Prevent Children's Water Accidents" in Thailand as part of the "Global Partnership Program" (an initiative in which FamilyMart works with Save the Children in countries and regions where it operates to undertake support projects tailored to the social issues and needs of children in each country). The support activities were carried out through a systematic program that included developing educational materials on preventing water accidents and raising awareness among children, teachers and the local community.



©Save the Children

Swimming training to prevent water accidents (Thailand)

Related links

- Save the Children website
- Addressing Material Issues

Japan Association for the World Food Programme



The UN WFP Association is a certified non-profit organization that supports the United Nations food assistance agency, the World Food Programme (WFP), and acts as a bridge for private sector cooperation in Japan, conducting public relations, awareness-raising activities, and fundraising.

Currently, more than 700 million people worldwide suffer from malnutrition and hunger. The UN World Food Programme (WFP) carries out a variety of activities to alleviate hunger, including food assistance to save lives for those affected by conflict and natural disasters, school meal support that provide nutritious meals to children to improve school enrollment rates and learning abilities, and food assistance as compensation for labor to promote self-reliance in local communities. FamilyMart has been supporting this initiative since 2006, by accepting donations from its in-store fundraising campaign, "FamilyMart Connecting Dreams Foundation Donation."

▶ **Report on the "the FamilyMart Connecting Dreams Foundation Donation"(JP)**

WFP's Support

Driven by the passion, dedication and professionalism of its more than 23,000 staff, WFP operates in more than 120 countries and territories around the world, delivering life-saving food to people displaced by conflict and destitute by disaster, finding solutions to the challenges individuals and communities face, and helping them build a better future.



School Meals in Ecuador



Emergency food aid for Ukraine

Emergency food assistance

The World Food Programme (WFP) plays a vital role in providing rapid and large-scale emergency food assistance to people facing hunger due to conflict, natural disasters, and other factors. WFP quickly enters the field and engages in a wide range of activities centered on food assistance, from humanitarian aid to establishing medium- and long-term food security, all with the goal of creating a "world without hunger."

Logistics

As a vital lifeline protecting lives, WFP handles the logistics of support staff and supplies to hard-to-access areas such as conflict zones and disaster-stricken regions. UNHAS (United Nations Humanitarian Air Services), operated by WFP, transports all those involved in humanitarian aid. Utilizing all means of transport—land, sea, and air—we contribute to speed and efficiency, driven by the unwavering determination to "We deliver. Whatever it takes."

School meal support

By providing warm school lunches every day, WFP is improving children's nutritional status and achieving higher school enrollment rates and academic outcomes. Sourcing ingredients from local farmers also promotes the revitalization of the local economy. Furthermore, by encouraging girls to attend school, we aim to improve educational opportunities and achieve gender equality.

Nutritional improvement

Focusing on pregnant women, new mothers, and infants who are particularly vulnerable to the effects of malnutrition, we employ a multifaceted approach that includes distributing fortified foods, providing nutrition education, and offering protective services. Through comprehensive support, our aim is to promote the healthy growth of children and the overall development of society.

Climate change countermeasures

It also plays a significant role in addressing the worsening hunger caused by climate change.

WFP is building a system to conduct early analysis and preparation in areas with a high risk of disaster. After a disaster strikes, WFP aims to mitigate risks and achieve sustainable development through multifaceted initiatives such as infrastructure development to rebuild livelihoods, agricultural support, and environmental protection.

Support for independent living

WFP provides not only emergency relief but also medium- to long-term support to help local communities become self-reliant in terms of food and economics. It aims to restore farmland devastated by conflict and natural disasters through the efforts of local residents, enabling them to return to their former lives.

WFP aims to enhance their ability to maintain their livelihood while preparing for the next crisis, thereby building a foundation for self-reliance.

Activity Report

Click here for details on how your donation will be used

<FY2024>

▶ 2024 Fiscal Year Report

Participating in the "WFP Walk the World" Charity Walk

FamilyMart is a special sponsor of the "WFP Walk the World," a charity walk aimed at ending hunger, which afflicts many children around the world, and its employees also participate as volunteers. In addition to raising awareness of the hunger problem, a portion of the participation fee will be used to support the UN World Food Programme's School Meal Support. In 2026, approximately 500 people, including employees, franchisees, and their families, participated in the event at three venues: Yokohama, Osaka, and Nagoya.



Yokohama Venue



Osaka venue



Nagoya venue

Related links

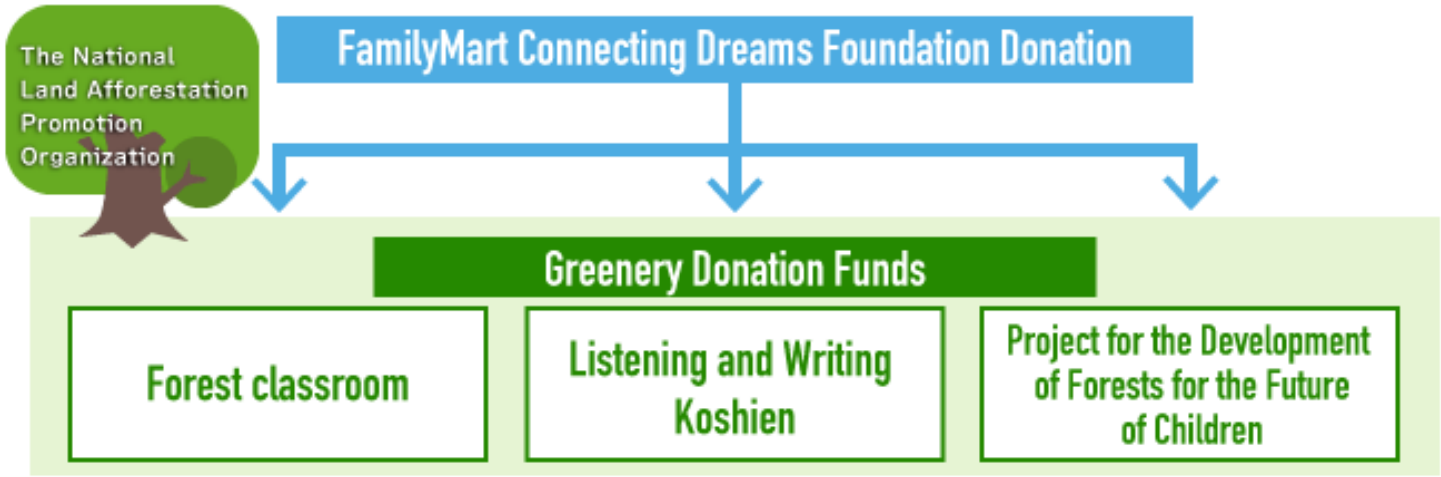
- Go to the website of the "NPO Japan Association for the World Food Programme" and the World Food Programme (WFP)
- Addressing Material Issues

The National Land Afforestation Promotion Organization



The National Land Afforestation Promotion Organization is a public interest incorporated association established to promote the national land greening movement as a national movement.
With the challenge of passing on forests, which provide us with many irreplaceable blessings such as water source conservation, biodiversity preservation, and climate change prevention, to future generations in good condition, we are carrying out projects such as the nationwide greening campaign, the development of the "Green Youth Corps," and support for forest volunteer activities. In addition, donations received through the "the Greenery Donation Funds" are used for forest maintenance such as afforestation and thinning to regenerate degraded water source forests, promotion of greening such as environmental education for young people and forest creation for physical and mental health, and support for NGOs/NPOs that are working on international cooperation such as tropical forest regeneration and desert greening.
FamilyMart Since 2005, the organization has been donating funds raised through its in-store fundraising campaign “FamilyMart Connecting Dreams Foundation Donation” to initiatives such as the organization’s “the Greenery Donation Funds.” Currently, through “the Greenery Donation Funds,” it provides support for “Forest classroom for kindergarteners,” “Kikigaki Koshien,” and the “Children’s Future Forest Project.”

▶ Report on the "FamilyMart Connecting Dreams Foundation Donation"(JP)



Activities of the "FamilyMart Connecting Dreams Foundation Donation"

Supporting "Forest classroom for kindergarteners"

"Forest classroom for kindergarteners ~Donguri-kun and the Forest Friends~," organized by the National Land Afforestation Promotion Organization using the "the Greenery Donation Funds Fund," is a nationwide touring program that teaches kindergarten and nursery school children about the importance of forests and encourages them to participate in forest creation. Children will enjoy a show featuring Donguri-kun, the forest creation expert, and his forest friends, and will also get to plant acorn seeds. The plan is to use the seedlings grown at the school to plant trees in two years.



"Forest classroom for kindergarteners" - Teaching children the importance of forests.

▶ Click here for information about "Forest classroom for kindergarteners"

Supporting the "Children's Future Forest Creation Project"

The "Children's Future Forest Creation Project," publicly funded by the National Land Afforestation Promotion Organization in collaboration with the Greening Promotion Committees of all 47 prefectures, is a project that supports "forest learning" for elementary and junior high school students, undertaken by organizations such as NPOs, volunteer groups, nature schools, and community associations, either individually or in collaboration with local governments, elementary schools, and junior high schools. The project aims to create forests that will become symbols of the region as fields for forest environmental education, and will involve forest maintenance and educational and experiential activities.


Development of Satoyama walking trails


Seedlings grown at the "Forest classroom for kindergarteners" program will be presented.

▶ **Click here for information on the Greenery Donation Funds "Forest Creation Project for Children's Future".**

Supporting the Recording Koshien

The "Kikigaki Koshien" is an activity organized by the NPO Global Greening Center and others, in which high school students visit experts in forests, seas, and rivers and record their wisdom, skills, and even their lives through "oral history." FamilyMart has been supporting the program since 2006, not only through fundraising but also by advertising recruitment in stores and sending employees. Encounters with experts from different generations broaden their horizons and are an invaluable experience for high school students who will soon be thinking about their future paths and careers.



"Kikigaki Koshien" where high school students visit masters and keep records

▶ **For more information about "Kikigaki Koshien," click here**

Related links

- ▸ **Go to the website of the Japan the National Land Afforestation Promotion Organization**
- ▸ **the Greenery Donation Funds" Forest classroom for kindergarteners" Event Held**
- ▸ **Addressing Material Issues**

Forest Classroom



The "Forest classroom for kindergarteners ~Donguri-kun and Friends of the Forest~," organized by the National Land Greening Promotion Organization using donations from FamilyMart to the "the Greenery Donation Funds," aims to teach kindergarten and nursery school children about the wonders of forests and encourage them to participate in forest creation. This program is implemented as a nationwide touring program in cooperation with greening promotion committees in each prefecture. Children can enjoy a character show featuring Donguri-kun and Famitan, who are involved in forest creation, and also get to plant acorn seeds. There are plans to use seedlings grown at the school to plant trees in two years.

From its launch in June 2012, until 2026,
We held 550 events in 46 prefectures, achieving a total of 46,942 participants!



Learn about the importance of forests and oceans



Acorn planting



Growing acorns (2 years)

"Forest classroom for kindergarteners" is made possible by the "FamilyMart Connecting Dreams Foundation Donation"

Since fiscal year 2006, FamilyMart has been donating a portion of the "FamilyMart Connecting Dreams Foundation Donation," which it has collected from customers, along with a matching gift from FamilyMart Co., Ltd., as a corporate donation, to the Greenery Donation Funds Fund through the National Land Greening Promotion Organization.
The donations we receive from everyone are used for next-generation development support programs like this "Forest classroom for kindergarteners" event.
Thank you for your warm support.



▶ Click here for information on the Greenery Donation Funds

Related pages

▸ Addressing Material Issues

Cooperation with local governments

Basic Concept

FamilyMart As a key hub in the local community, we have entered into a comprehensive agreement to collaborate with the local government on initiatives such as childcare, support for the elderly, tourism promotion, and environmental activities. Through close cooperation and collaboration with the local government, we aim to respond swiftly and appropriately to various local issues and to revitalize the local community and improve services for residents.
We have also concluded "Disaster Supply Support Agreements" with all prefectures, and accept requests for support in the event of a disaster 24 hours a day, 365 days a year, with our "Disaster Supply Support Team," consisting of personnel from each relevant department within the company, responding promptly. We have also concluded agreements with public institutions, such as designated cities, police headquarters, the Self-Defense Forces, hospitals, and universities, and provide supplies in response to requests for support in the event of a disaster.
The company has also concluded "Agreements on Support for People Stranded in Returning Home" with local governments, including prefectures (with some exceptions) and cities, wards, towns, and villages, and will provide support such as providing tap water and toilets, and road information in the form of maps and radio.
In addition, we are working on concluding monitoring agreements to support activities to ensure that local children and elderly people can live safely and with peace of mind, and agreements to install AEDs. By utilizing mutual know-how and resources with local governments, we are functioning as a safety and security base that is trusted by the local community.

Comprehensive partnership agreement on regional revitalization

Objective

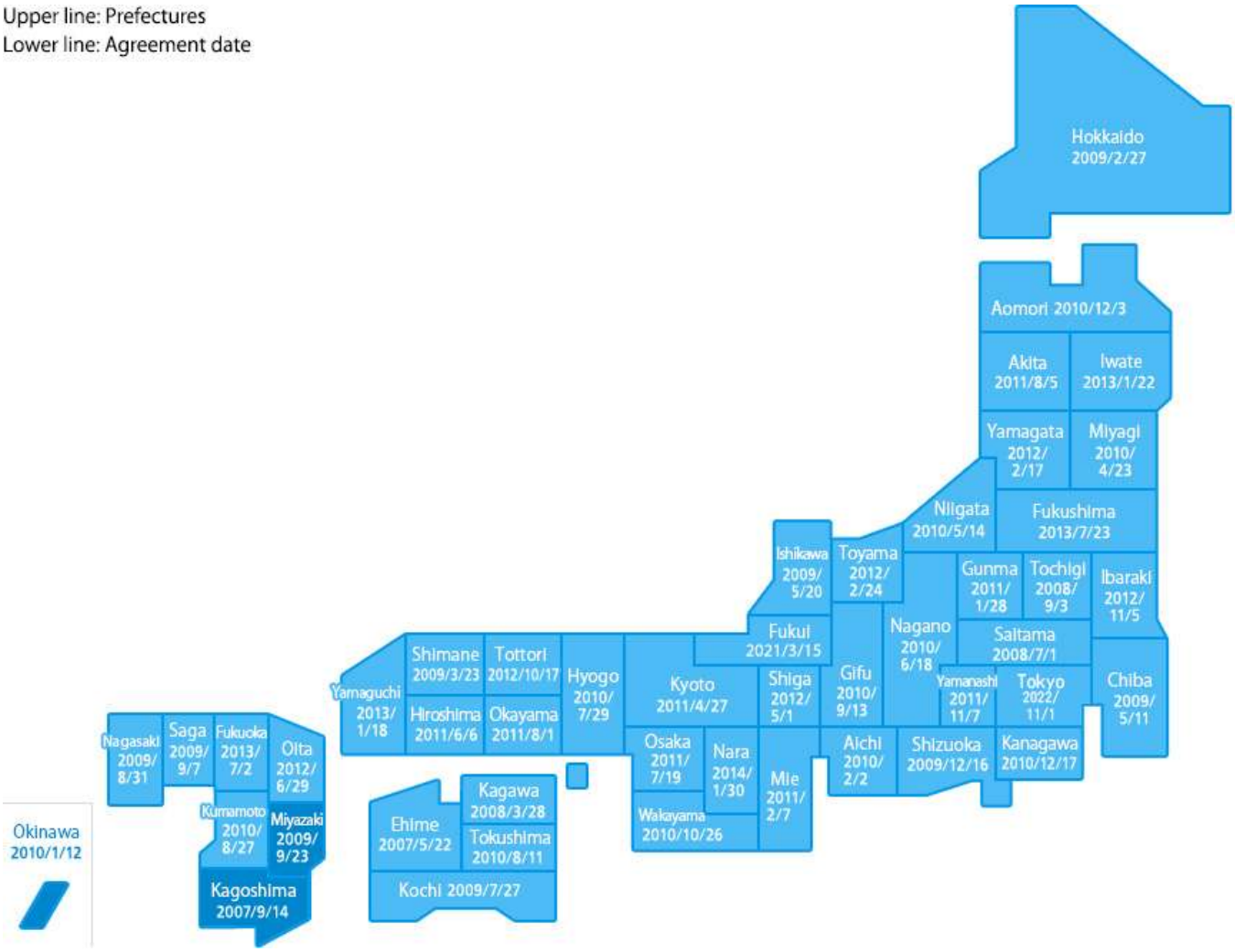
By promoting close mutual cooperation and collaborative activities, we aim to respond quickly and appropriately to various issues in the community, improve services for residents, and revitalize the local community.

Main collaboration items

1. Development and sales of original products made in the prefecture
2. Health promotion and nutrition education
3. Tourism information and promotion
4. Cooperation in local disaster prevention
5. Matters concerning safety and security in the region
6. Matters relating to child and youth development
7. Support for the elderly and people with disabilities
8. Environmental measures and recycling
9. Other matters related to improving services for prefectural residents and revitalizing the local community

Agreement with prefectures

Upper line: Prefectures
Lower line: Agreement date



Note: Miyazaki, Kagoshima, and Okinawa are area franchise companies (Minami Kyushu FamilyMart Co., Ltd. and Okinawa FamilyMart, Ltd.).

Agreements with local governments and other organizations: 37

As of the end of May 2026

Agreement on the supply of supplies in the event of a disaster

Objective

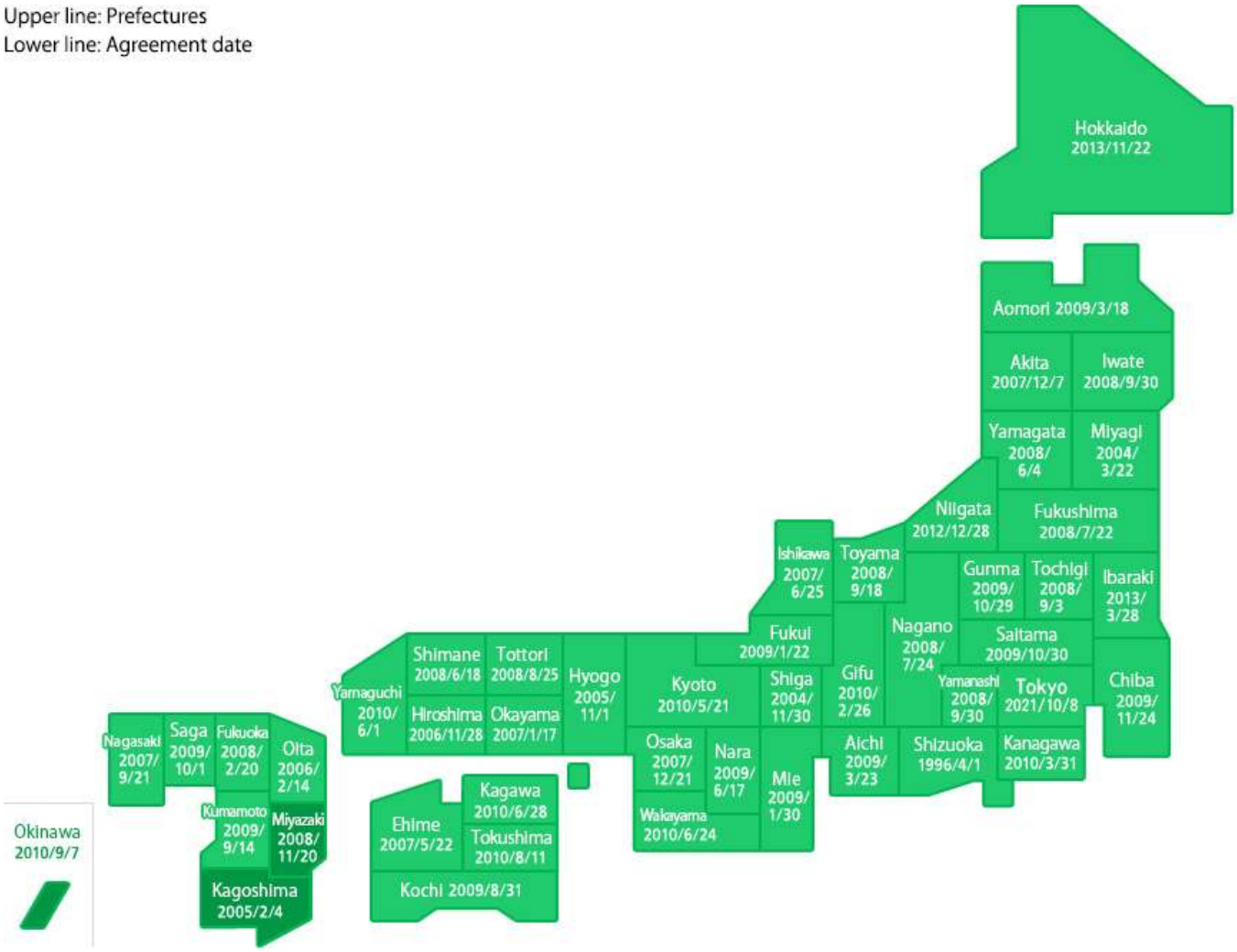
This law stipulates the necessary procedures for FamilyMart to provide support to local governments, such as supplying goods, in the event of a disaster.

Main supplies

1. Food: Rice balls, bread with side dishes, canned goods
2. Beverages Bottled drinking water
3. Clothing, etc. Underwear, towels, gloves, disposable diapers
4. Daily necessities: disposable chopsticks, spoons, flashlights, batteries

This applies to supplies that FamilyMart can procure at the time it receives a request from a local government or organization.

Agreement with prefectures



Note: Miyazaki, Kagoshima, and Okinawa are area franchise companies (Minami Kyushu FamilyMart Co., Ltd. and Okinawa FamilyMart, Ltd.).

Agreements with municipalities: 76

As of the end of May 2026

Watching Agreement

Objective

We have signed agreements with local governments to carry out activities to ensure that local children, elderly people, and other vulnerable people can live safely and securely without becoming victims of crime or accidents, and we promptly report and contact the local government if we notice any abnormalities.

Agreements for monitoring and safety have been concluded at 22 locations.

As of the end of May 2026

Support for people unable to return home during a disaster

Objective

When a disaster such as an earthquake occurs and transportation is cut off, we will help the large numbers of commuters, students, tourists, and others stranded at stations, offices, schools, etc. to return home on foot.

Support items in the event of a disaster

1. Toilet rental
2. Provision of tap water
3. Providing information (road information, etc.)

Displaying stickers



Stores that can provide support have a "Disaster Support Station Sticker" created by the council (local government) displayed in a visible place next to the entrance. We have signed an agreement with the local government to provide tap water and toilets to those who are unable to return home, and to provide road information through maps and radio.

Agreements with prefectures, local governments, and other organizations: 55

As of the end of May 2026

AED installation agreement

Objective

We have concluded agreements with local governments to install AEDs (Automated External Defibrillators) in our stores.
We are working with local governments to strengthen rescue systems for local residents and create a system to save lives in the event of an emergency.



The signing ceremony for the agreement on AED installation with Ichikawa City

Material Issues 3: Creating safe and secure products and services that realize a "convenient and prosperous life"



Social background and awareness of issues

Demographic changes due to the declining birthrate and aging population, as well as the concentration of people in urban areas, are causing an increase in the number of working women, dual-income households, and single-person households. This is driving demand for less time spent on housework and smaller portions of food. At the same time, growing awareness of environmental issues and health is leading to an increased demand for products and services that help solve problems faced by local communities and society.
Furthermore, social changes such as digitalization brought about by technological advances in recent years are not only changing the way people work and FamilyMart stores operate, but also the nature of product sales and retail.
FamilyMart (hereinafter referred to as "the Company") views these changes and diversification in social conditions and people's lifestyles as an opportunity for convenience stores to be reevaluated as a familiar presence for consumers, and by strengthening product development that is close to consumers and local communities, and also by promoting digitalization to improve satisfaction and convenience, the Company will contribute to the realization of convenient and affluent lifestyles for people. We will contribute to the realization of convenient and affluent lifestyles for people.

Our Vision

FamilyMart aims to meet the increasingly sophisticated and diverse needs of consumers by not only providing safety and peace of mind, but also by developing unique products and expanding its product lineup in response to changes in consumer lifestyles and values.
In product development, we aim to differentiate ourselves from other companies by incorporating diverse consumer needs, offering time-saving, convenient products that can be used in daily life at a slightly discounted price, and we are also proactively working on creating products that take into account the growing health consciousness of consumers and the lifestyle trends of each generation.
Furthermore, without being bound by traditional frameworks and practices, we will work to improve customer convenience and streamline store operations by utilizing the latest digital technology. We also strive to incorporate customer feedback into our business activities to develop and improve our products and services, thereby increasing not only customer satisfaction but also our corporate value.

Initiatives

- Providing products and services that enrich people's lives ▸
- Improving convenience through digitalization ▸
- Rapid response to customer feedback ▸

Basic Concept

FamilyMart will continue to develop unique products and expand its product lineup in response to changes in consumer lifestyles and values, in order to meet the increasingly sophisticated and diverse needs of consumers.
We will differentiate ourselves from other companies by focusing on high-value-added products that are time-saving, convenient, and useful in everyday life. We will also proactively work on creating products that prioritize the growing health consciousness and lifestyle trends of each generation, while promoting digitalization to provide new value to customers.

Value created

Physical stores have the unchanging advantage of allowing customers to actually pick up and feel products they have never seen or heard of before, or products that offer new value, from a wide selection of products.
On the other hand, by utilizing the latest digital technology, it is possible to realize a next-generation convenience store model in which stores become places where customers can encounter new products and create new experiences.
FamilyMart will take full advantage of these two characteristics to create sales floors that meet a wide range of consumer needs and make everyday life fresher and more enjoyable, helping each and every customer realize the lifestyle they desire.

Promotion Structure

In product development, we formulate development concepts based on customer requests and various surveys, and each department decides on the details of product specifications by category. The sales, marketing, and product departments then hold regular weekly meetings to share information on sales status and promotions, and to discuss ways to improve quality. In order to deliver safe and secure products, we only register and release products from factories that meet our own standards and that pass our product inspections.

To promote digitalization, we have established Data One Co., Ltd., which provides highly targeted advertising based on purchasing data, and Gate One Co., Ltd., which uses large monitors to provide consumers with valuable media experiences. Furthermore, in order to create new businesses that leverage physical stores, we have established "Creative Office &8" and are striving to further evolve our initiatives.

Providing products and services that enrich people's lives

Basic Concept

In light of recent changes in social structure and the diversification of lifestyles, there is a growing demand for products and services that meet the needs of diverse values. Furthermore, expectations for product development and initiatives related to improving quality of life* and people's increasing health consciousness are also rising.
FamilyMart offers a private brand called "Famimaru," which focuses on quality and a lineup that we can confidently recommend to our families, as well as "Convenience Wear," which is based on the principles of "good materials, good technology, and good design."
In addition to providing the convenience that is characteristic of convenience stores, we will work to provide products and services that encourage store visits and purchases, improve the value of private brand products, and are committed to sustainable products and services, as well as products and services that are closely related to the local community.

*QOL: Quality of life

"Famimaru" is a private brand that focuses on quality and safety.

FamilyMart 's private brand "Famimaru," based on the concept of "family quality," develops products with the keywords "delicious, delightful, and safe" that live up to the "FamilyMart" name, offering "quality and a lineup that you can confidently recommend to your precious family delicious◎, happy◎, and comforting◎" and delivers products that are supported by a wide range of customers.
At the same time, we are also paying close attention to the details of the package design, such as displaying icons that represent the product's selling points, so that we can properly convey the value that Famimaru aims to provide to our customers and make them happy.
In addition to pursuing deliciousness that you won't get tired of eating every day, we also develop environmentally friendly products, such as using packaging materials that contain biomaterials.
Our "Famimaru" products, which are carefully selected for their price, quantity, and quality to give customers a sense of "getting a little extra value," have been very well received by our customers, and we will continue to expand our product lineup.



The Basics of Product Development

Based on the concept of "Family Quality" - "quality and lineup that you can safely recommend to your precious family members," we aim to be a private brand that brings a little happiness to your everyday life, with the aim of bringing a smile to everyone's face, from children to the elderly.

Initiatives for "Delicious ◎"

We set our own product development standards for ingredients and manufacturing methods, and thoroughly conduct comparative research with other companies' products, taste surveys, etc. In order to provide a wide variety of deliciousness, such as flavors that you won't tire of even if you eat them every day, authentic flavors that require extra care, colors and aromas, we pursue our own unique style one by one.

Initiatives to achieve "Happy◎"

The surprise of finding something you "wish you had" and the satisfaction of getting value beyond the price. A lineup that will make people of all ages smile, from classics to trends and collaborations with famous stores. In order to provide such a variety of "happy moments," we will listen to customer feedback and work to develop and deliver products that exceed their expectations.

Initiatives for "Anshin ◎"

We select only factories that meet our own standards and implement thorough quality control appropriate for our products. We deliver efficiently to maintain the quality at the time of shipment. Furthermore, we proactively take on the challenges of sustainability as well as quality control, such as using environmentally friendly containers and sustainable raw materials, to create a "safe" everyday life for families and the earth.

Five "Famimaru" development lines

Famimaru is available in five lines.

ファミマル	ファミマル KITCHEN	ファミマル Bakery	ファミマル Sweets	ファミマル PREMIUM
Enriching the daily life of families	Supporting the family dinner table	The joy of eating Easy to use at any time	Relaxation and reward every day	We focused on materials and manufacturing methods High-quality deliciousness

Features of Famimaru

① Convincing quality

We strive for deliciousness that you won't tire of even if you eat it every day, and quality that is easy to use in everyday life. By conducting various surveys and listening to the voices of many customers, we will continue to develop products that will become the standard for the future.

② Wide range of products

We offer a wide range of products essential for daily life, from ready-to-eat items such as rice balls, bento boxes and sandwiches to frozen foods, beverages, alcohol, processed foods and daily necessities.

③ Products that would be nice to have

We offer exciting products, including specialty items that are unique to FamilyMart, collaborations with companies and content, and products supervised by famous stores.

④ Easy-to-understand packaging

The packaging prioritizes clarity, prominently displaying key selling points as icons and eye-catching elements. Furthermore, careful consideration of color schemes and other design elements has been used to make the product easier to identify and select in stores.

⑤ Consideration of health and the environment

We offer a lineup of health-conscious products and are working to promote our products with easy-to-understand icons. We also provide products that are close to our customers, such as products with environmentally friendly packaging and products made from sustainable ingredients.



Proposing a new lifestyle Convenience Wear

FamilyMart In 2021, Convenience Wear, Inc. started nationwide development of "Convenience Wear" under the slogan of "good materials, good technology, and good design". The brand aims to create clothing that supports people's daily lives while taking advantage of the convenience of convenience stores, which offer reasonably priced products that can be purchased anywhere. Today, the company is supported by a wide range of customers, including women, for their daily clothing needs.
The company was also recognized for its efforts to reexamine clothing and elevate it into a brand, receiving the Good Design Award for 2021.
We will continue to develop new products to meet the various daily changes in society and customer needs as we strive to make the experience of buying clothes at convenience stores a part of everyday life.



TOPICS

From "Convenience Wear" New "wristwatches" and "all-weather umbrellas" to enrich your life are now on sale.

As a new challenge for Convenience Wear which aims to realize a "convenient and fulfilling life," we are launching our first-ever "wristwatch" and a "rain and sun umbrella" with enhanced functionality. We pursued familiarity rooted in everyday life and reliable quality, developing these items as "chosen" items that will be a part of our customers' daily lives.

The wristwatch was developed in collaboration with Citizen Watch, combining high functionality such as 10 ATM water resistance with a design featuring FamilyMart's signature colors. The umbrella offers 99.9% UV protection and heat shielding, and is also designed to be lightweight (approximately 50g lighter than conventional umbrellas) and conveniently portable in a mini size, ensuring comfort in a variety of weather conditions.






Responding to growing health consciousness

Health icons at a glance

As health consciousness grows, we offer a lineup of health-conscious products so that you can choose your daily meals with greater peace of mind.
By displaying icons for ingredients that customers are particularly interested in, such as protein, dietary fiber, and carbohydrates, mainly for salads, sandwiches, and prepared dishes, customers can intuitively identify health-conscious products when they see them in stores.



Low Carb Series

With the recent rise in health consciousness, Lo-Carb has been drawing attention. Unlike calorie restriction, Lo-Carb is a dietary method that encourages the intake of the right amount of carbohydrates in a delicious and enjoyable way through gentle carbohydrate control. Rather than reducing carbohydrate intake to zero, it is said that by limiting Lo-Carb carbohydrates* to 20-40g per meal and Lo-Carb carbohydrates in snacks to 10g, it is possible to suppress the rise in blood sugar levels after meals (Source: Food, Fun, and Health Association).
FamilyMart 's private brand "Famimaru" sells the Lo-Carb series of snacks and bean snacks. The packaging has the Lo-Carb mark, which is proof that the snack has been supervised by the Food, Fun, and Health Association, and lists the Lo-Carb carbohydrate content, making it easy to control your carbohydrate intake.



4 kinds of salt- and oil-free baked mixed nuts

*Lo-Carb Carbohydrates (1g = 4kcal of energy) are calculated based on available carbohydrates, and are calculated differently from general carbohydrates. It was devised based on the philosophy of the Food, Fun and Health Association, a general incorporated association, to help people around the world "eat deliciously, enjoyably and be healthy."

Health-conscious beverage development

In September 2024, Suntory launched a functional food tea as a double-branded product under its "Iyemon" and "Famimaru" brands. This functional food tea contains tea catechins, which have been reported to "reduce visceral fat in people with a high BMI," as its functional ingredient.
By developing this product in collaboration with the "Iyemon" brand, we have been able to guarantee deliciousness while also offering the kind of price that only a private brand can provide, making it easy to continue using it every day and to make it a habit.



New services to meet customer convenience and diverse lifestyles

EV charging service



FamilyMart has been installing rapid chargers as a regional infrastructure hub since 2010, and currently has them installed in approximately 450 stores nationwide (as of the end of April 2026).
Furthermore, starting in June 2023, we began installing Tesla Superchargers, a fast-charging system for Tesla electric vehicles, and as of the end of April 2026, we have introduced them at 23 locations.
Going forward, we will further expand the number of locations equipped with high-output rapid chargers and provide convenient charging services to promote the spread of electric vehicles, contribute to the creation of an environmentally friendly society that helps prevent global warming and contributes to local communities, and contribute to the realization of a low-carbon society.

Sharing Services





To develop new lifestyle support services utilizing convenience stores, we are proceeding with the installation of sharing service hubs in stores. Shared bicycle and electric scooter ports, which are not only in high demand due to growing health consciousness and diversifying lifestyles but also contribute to reducing environmental impact, have been installed in approximately 1,300 stores nationwide as of April 2026.
We are also expanding the installation of mobile battery stands, where you can rent mobile batteries for charging smartphones and other devices when and where you need them. After use, you can return the battery to a different stand than the one you rented it from. As of April 2026, these stands are installed in approximately 8,500 locations nationwide, making it a convenient service for emergencies.

Locker (shipping/receiving) service

FamilyMart has installed "Fami Lockers" in some stores (as of the end of April 2026: 750 stores in Tokyo and three surrounding prefectures) that allow customers to send and receive packages without face-to-face contact, in order to suit their various lifestyles. You can easily send packages from flea market apps such as Mercari, or pick up items purchased from e-commerce sites like Amazon, whenever you like, without going through the cash register. Furthermore, Fami Lockers is the first convenience store chain to allow the use of services from the three major delivery companies (Yamato Transport, Japan Post, and Sagawa Express), so it can be used in a variety of situations.



Universal Service

Communication support tools for use at cash registers

As part of services for customers with disabilities and the elderly, we have been installing "communication support tools" that can be used by pointing at them in FamilyMart nationwide since April 2023. To improve ease of use for customers, we have added an "ear mark"* button to FamiPay app that indicates that customers would like to use the communication support tool, enabling them to quickly start a conversation using the communication support tool.
We have also made available on our website a "communication support tool" that you can use yourself. Please use it by displaying it on your smartphone or printing it out on a printer.



*Multilingual support available (English, Chinese (Simplified), Korean).

▶ **Communication support tools**

Skill Mark

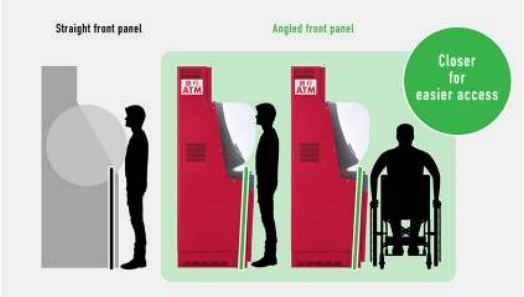
We created marks that store staff can see at a glance the skills they have, such as "I can greet in sign language" or "I can communicate by writing." Displaying these marks on their nametags helps them communicate with customers and support them when purchasing products.



Introducing a new ATM with a large, easy-to-use screen.

E-net ATM

We are gradually introducing new ATMs that are easy for anyone to understand and use. We have implemented various measures, such as Braille markings on the operation panel and lowering the numeric keypad to make it easier to operate.



FamilyMart ATM: Universal design that leaves no one behind.

FamilyMart has partnered with Seven Bank to introduce the 4th generation ATMs launched by Seven Bank as "Famima ATMs" starting June 2026. The 4th generation ATMs are designed with large screens and text based on the philosophy of "realizing a society where no one is left behind," improving visibility. Both the hardware and the screen have obtained Color Universal Design certification, with consideration given to the color of the numeric keypad and the color scheme within the screen.



▶ **For more information on universal service, please click here**

Improving convenience through digitalization

Basic Concept

In recent years, the accelerated digitalization, the decline in Japan's working-age population, changes in customer needs and working styles have led to changes in the role expected of convenience stores and the nature of stores.
By making maximum use of the latest digital technologies, such as "unmanned payment stores," "digital signage," and "utilization of FamiPay," in our store network, which is FamilyMart 's value, and in customer touchpoints, and by realizing a next-generation convenience store model, we aim to achieve sustainable growth even in this time of great change and become an indispensable presence in local communities more than ever before.
Additionally, by incorporating the latest digital technologies, such as utilizing humanoid AI assistants and introducing remote-controlled robots, the company will work to reduce the workload of its stores, thereby improving customer convenience and satisfaction, and ultimately increasing its corporate value.

Evolving into a new information hub

In September 2021, we established Gate One Co., Ltd., together with Itochu Corporation, to handle video distribution using digital signage (large monitors). At the start of the business, there were approximately 300 stores nationwide where our systems were installed, and by March 2026, that number had expanded to approximately 11,000 stores.
The number of companies placing advertisements has increased 4.5 times in the last four years, and its use is expanding not only as a promotional medium but also as a brand awareness medium. In April 2026, we changed the name of our digital signage to "FamilyMart TV".
Going forward, we will strengthen the development of our new advertising service, "FamilyMart All-in-One Media," by combining video distribution on digital signage with "real-world experiences" utilizing store parking lots and in-store eat-in areas.
This will allow us to build a new business model that simultaneously expands advertiser brand awareness and provides authentic customer experiences, and we will promote its use as a new "hub" connecting customers and advertisers.



Improving convenience by using FamiPay

Famima's app, FamiPay, was launched in 2019 as an app that makes shopping at FamilyMart more convenient and advantageous, and has surpassed 30 million downloads by 2026. The app offers the Famima Members Program, which offers special coupon delivery and point redemption, as well as rewards according to membership rank, and Brand Page, which delivers useful information. We have also expanded financial services such as "FamiPay Next Month Payment," which can be used for deferred payment in case of balance shortages, "FamiPay Bill Payment," which allows users to pay utility bills and other bills (payment slip) by reading them with the application, and "FamiPay Loan," which meets the financial needs of daily life. In addition, we are actively developing new services that focus on customer convenience, not limited to our own services, such as "Furusato Tax Payment," which allows customers to easily contribute to local communities, and "Famima Online," which allows customers to purchase limited-edition products.
We actively introduce and recommend "FamiPay" to customers who visit FamilyMart as a highly convenient tool through in-store communication. By increasing the cashless ratio at FamilyMart, we hope to improve customer convenience and satisfaction, as well as reduce the labor required for store operations.



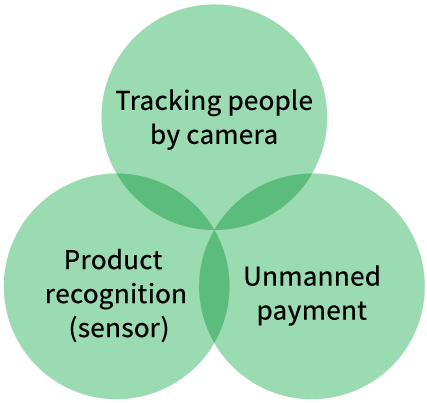
Practical store using unmanned payment system

FamilyMart has entered into a business partnership with TOUCH TO GO Co., Ltd., a company that develops unmanned payment systems, to commercialize unmanned convenience stores. As a new store format that meets the needs of small businesses, the first store, "Famima!! Sapia Tower/S Store," opened in 2021, and as of April 2026, there are 60 stores in operation.

Unmanned payment stores are systems that use cameras installed in the store and sensors to recognize customers and products. Customers can enter the store, pick up their products, and pay at the cash register installed near the exit, all on their own. Compared to regular stores with manned cash registers, customers can shop easily and in a short time, which leads to improved convenience. It is also expected to address labor shortages and reduce labor costs. Furthermore, it will expand the possibility of opening stores in micro markets, mainly in specific facilities such as offices, factories, and logistics facilities, where it was not possible to open stores before.



Shopping process using an unmanned payment system(JP)



Managing store admission	• No pre-registration required • Available to anyone
Product -lineup	• Same as regular stores • Can sell alcoholic beverages, tobacco (age verification performed through remote system)
Payment type	• Cash • Transportation e-money • Credit Card • FamiPay • Barcode settlement

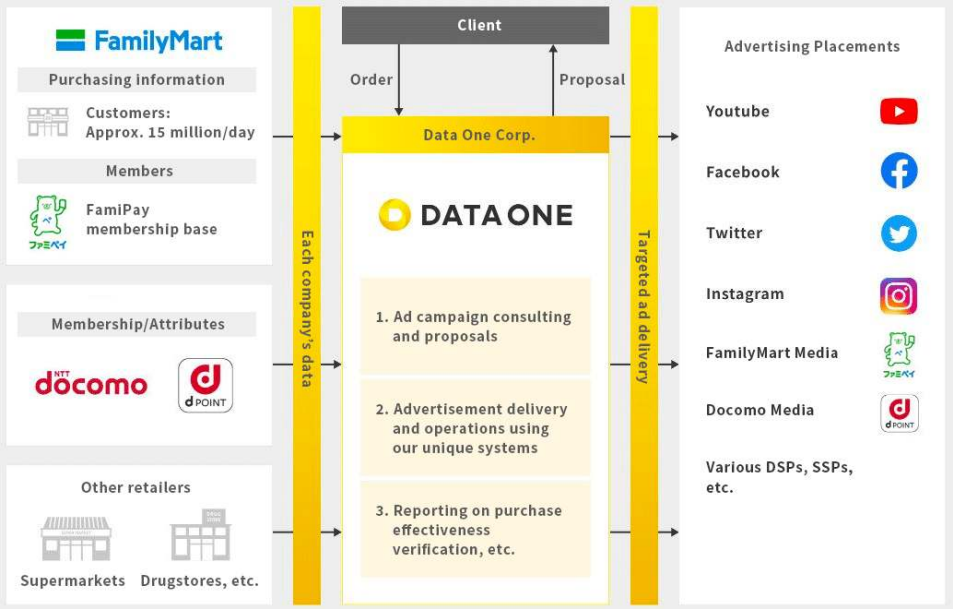
The system is built by combining three elemental technologies: "people tracking," "product recognition," and "unmanned face-to-face payment."

Creating a new relationship between customers and corporate advertising

To develop a digital advertising distribution business utilizing retailers' purchasing data, as well as an advertising agency business, we have established a new company, "Data One Co., Ltd.," together with Itochu Corporation, NTT DOCOMO, INC., and CyberAgent, INC.

Data One utilizes data from FamilyMart 's "FamiPay" and partner drugstores and supermarkets, possessing approximately 55 million advertising IDs based on purchase data obtained from daily store operations. These advertising IDs are used to deliver advertisements tailored to customers' interests. The partner convenience stores, drugstores, and supermarkets each have sales exceeding 3 trillion yen, accounting for 10 trillion yen, or about one-third of Japan's total consumer goods distribution volume of 37 trillion yen.

By utilizing this data, we not only improve our services but also provide various manufacturers with efficient marketing and branding methods. We are building a new advertising business that leverages the customer base of our physical stores, and by delivering more useful information, we aim to improve customer convenience.



Rapid response to customer feedback

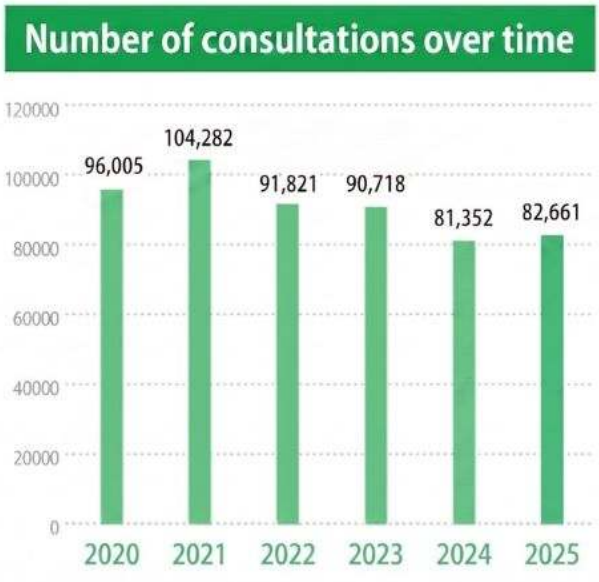
Basic Concept

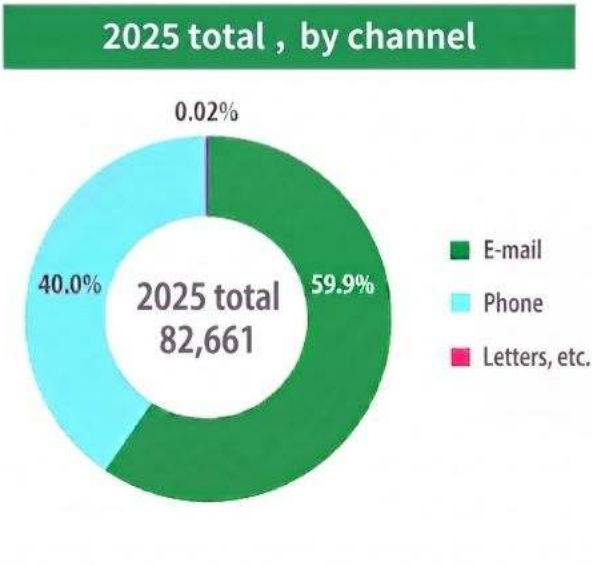
We have established a Customer Service Office that reports directly to the President in order to incorporate feedback from customers who use our stores and services into our business.
Our Customer Service Center responds sincerely to the opinions and requests we receive, and strives to satisfy each and every customer.
Furthermore, we collect and share your feedback within the company and use it to develop and improve our products and services, thereby widely reflecting it in our corporate activities.

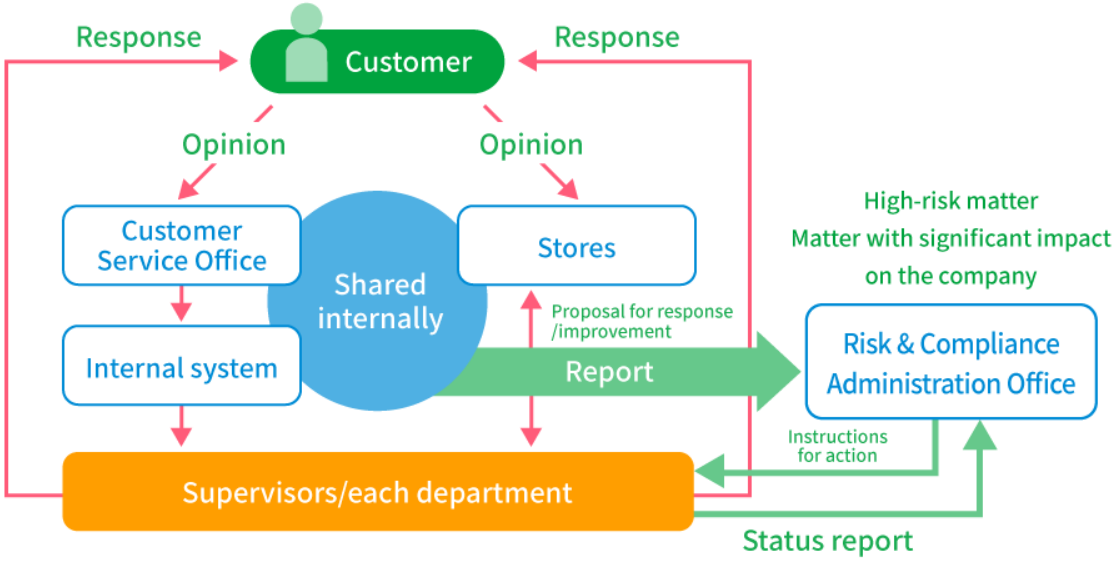
Customer Service Center

In fiscal year 2025, we expect to receive 82,661 customer inquiries via telephone, letter, email, and other means through our Customer Service Center.
When we receive your feedback, it is promptly transmitted to the relevant department via our internal system, and the relevant department then responds.
By having each department handle the issue individually, we can provide faster, more specialized answers, improve customer satisfaction, and work to resolve fundamental issues.
Any opinions or consultations that may have a significant impact on FamilyMart 's business will be reported to the Risk Management and Compliance Committee, which will then take appropriate measures.

▶ inquiry(JP)







Case Study 1

① Due to the continued impact of rising raw material costs in fiscal year 2025, many products continued to see price increases.

② Customers have become more price sensitive, and we are causing inconvenience to them by forgetting to replace price tags or remove promotional materials.

③ We are working to improve the situation by sharing cases within the company and raising awareness.

Case Study 2

① "Afternoon Tea supervised Chardonnay-scented straight tea 600ml" is a limited edition product and will be sold out.

② We receive numerous requests from customers who want the product to be resold.

③ Sales have continued since the fall of 2025.

Material Issues 4: Pursuing a sustainable supply chain together with our business partners



Social background and awareness of issues

As the economy becomes more globalized and borderless, corporate procurement activities continue to expand around the world. This expansion also has an impact on various social issues, such as environmental problems, poverty and disparity, and labor and human rights issues on a global scale. The expansion of the supply chain not only improves corporate competitiveness, but can also be a major risk factor, as the consignor may be held responsible for any actions that go against the corporate ethics of the supplier. In this context, with the publication of international standards such as ISO26000 and ISO20400*, companies are being internationally expected to steadily promote responsible procurement throughout the entire supply chain, based on the premise of fair transactions with suppliers.
Even FamilyMart, which handles a wide variety of products, recognizes the importance of further supply chain management in order to deliver safe and secure products to our customers. We also believe that it is FamilyMart 's social responsibility to exercise a higher degree of control over our supply chain, including exercising positive influence with regard to human rights, labor practices, the environment, and anti-corruption.

* ISO26000: International standard on organizational social responsibility. ISO20400: International standard on sustainable procurement.

Our Vision

To continue to grow sustainably together with society, it is essential to build a strong system based on relationships of trust with business partners. FamilyMart strives to establish and maintain good, long-term partnerships with business partners through fair and transparent transactions.
FamilyMart is 「Sustainability Policy」, 「Sustainability Procurement Principles」, 「Sustainability Action Guidelines for Supply Chain」, 「FamilyMart Human Rights Policy」 We will continue to enhance our efforts to contribute to the creation of a sustainable society together with our business partners.

Initiatives

- Promoting fair and transparent business activities ▸
- Responsibility for safe and reliable products and services ▸
- Building responsible supply chain management / Promoting sustainable raw materials procurement ▸

Basic Concept

For retailers to deliver safe and secure products, it is important to have centralized management based on a comprehensive perspective at each stage, from raw material procurement to production, logistics, and sales.
Based on its Basic Sustainability Policy, FamilyMart has established the Sustainability Procurement Principles and Supply Chain Sustainability Action Guidelines to fulfill its social responsibilities together with its business partners toward realizing a sustainable society. These principles stipulate the company's approach to relationships and transactions with business partners, and it strives to establish and maintain good partnerships through fair and equitable transactions.

▶ Click here for the Partnership Building Declaration(JP)

Value created

Because many of the products produced are essential to daily life, FamilyMart has established strict quality standards throughout its supply chain, established a dedicated department for quality control, and formulated guidelines for deciding whether to recall or continue selling products in the event of a serious accident.
In the unlikely event that a product is found to deviate from these standards, we take swift action to minimize the impact on customers, such as by ceasing sales of the product in stores. FamilyMart 's quality control and manufacturing management departments provide guidance to the factory on how to prevent recurrence and monitor improvements.
Furthermore, through supply chain management, FamilyMart is indirectly involved in improving the satisfaction of workers at our business partners, which helps them to gain their trust.

Promotion Structure

At FamilyMart, the Manufacturing Infrastructure Development Department of the Manufacturing Infrastructure and Quality Control Headquarters is in charge of managing the supply chain for its original ready-meal products, including the operation status of daily product manufacturers (contract manufacturers of ready-meal products).
We work with Japan Food Supply (JFS), a group company of ITOCHU Corporation, to manage the procurement stage, centralizing the display and tracing of ingredients on the system, ensuring that even secondary ingredients can be referenced.

Promoting fair and transparent business activities

Basic Concept

Companies are expected to provide added value to society and generate fair profits through fair and free competition. In particular, in their relationships with suppliers, they are expected to strive for fair trade and to mutually improve trading conditions.
FamilyMart has established a basic policy on ethics and legal compliance to ensure fair and transparent transactions with its business partners. We have consistently adhered to competition laws, including the Anti-Monopoly Act and the Trade Control Act, the prohibition of all corrupt practices, including bribery, and other relevant laws. Furthermore, we aim to build strong partnerships and achieve mutual growth through two-way communication with our business partners.

Education aimed at ensuring fair and transparent trading

For employees in departments related to procurement and purchasing, we provide regular compliance and legal education based on our Basic Policy on Ethics and Legal Compliance, as well as regular training on topics such as sustainable procurement.
Furthermore, we provide all employees with a "Fair Trade Handbook" that allows them to refer to the contents of the Anti-Monopoly Act and the Act on the Regulation of Trade Act at any time, as well as a guidebook that, in principle, prohibits bribery related to entertainment and gifts by our business partners.

Building strong partnerships with business partners

Strong partnerships based on mutual understanding and trust with business partners are essential for FamilyMart 's sustainable growth.
FamilyMart regularly shares information with its business partners about trends in the convenience store industry, FamilyMart product strategy, and efforts to contribute to the SDGs.

Supplier Helpline/Supplier Survey

We have set up a permanent "Business Partner Helpline" with an external specialist company as a consultation and reporting point regarding the safety and security of products handled by FamilyMart, violations of laws and regulations related to transactions with FamilyMart, human rights, inappropriate employee behavior, etc. In addition, we regularly conduct "Business Partner Surveys" as a compliance survey of business partners to check whether any illegal behavior is occurring in the places of business.
For each inquiry or questionnaire response, we work with business partners and relevant departments to verify the facts and take appropriate measures, such as corrective and improvement measures or preventive measures, in order to build healthy and favorable partnerships with our business partners.

Quality Control Managers Meeting

To deliver safe and secure products, it is essential that employees working at our prepared food manufacturing facilities understand FamilyMart 's quality and hygiene management standards and share a high level of awareness regarding food safety and security. FamilyMart holds meetings for quality control managers of our contracted prepared food manufacturing companies, providing feedback on areas for strengthening quality and hygiene management based on factory audit results and bacterial test results, and implementing measures in both preventive and detective control. We also share best practices and incident examples to improve self-management.





Responsibility for safe and reliable products and services

Basic Concept

As interest in food safety and security grows, the Food Sanitation Act was revised in Japan in June 2018, making it mandatory for food businesses to implement hygiene management in accordance with HACCP in principle in order to strengthen food safety and respond to internationalization. In addition, businesses that handle a wide range of products are now required to display and explain to customers information about the content and handling of their products and services in an appropriate and easy-to-understand manner.

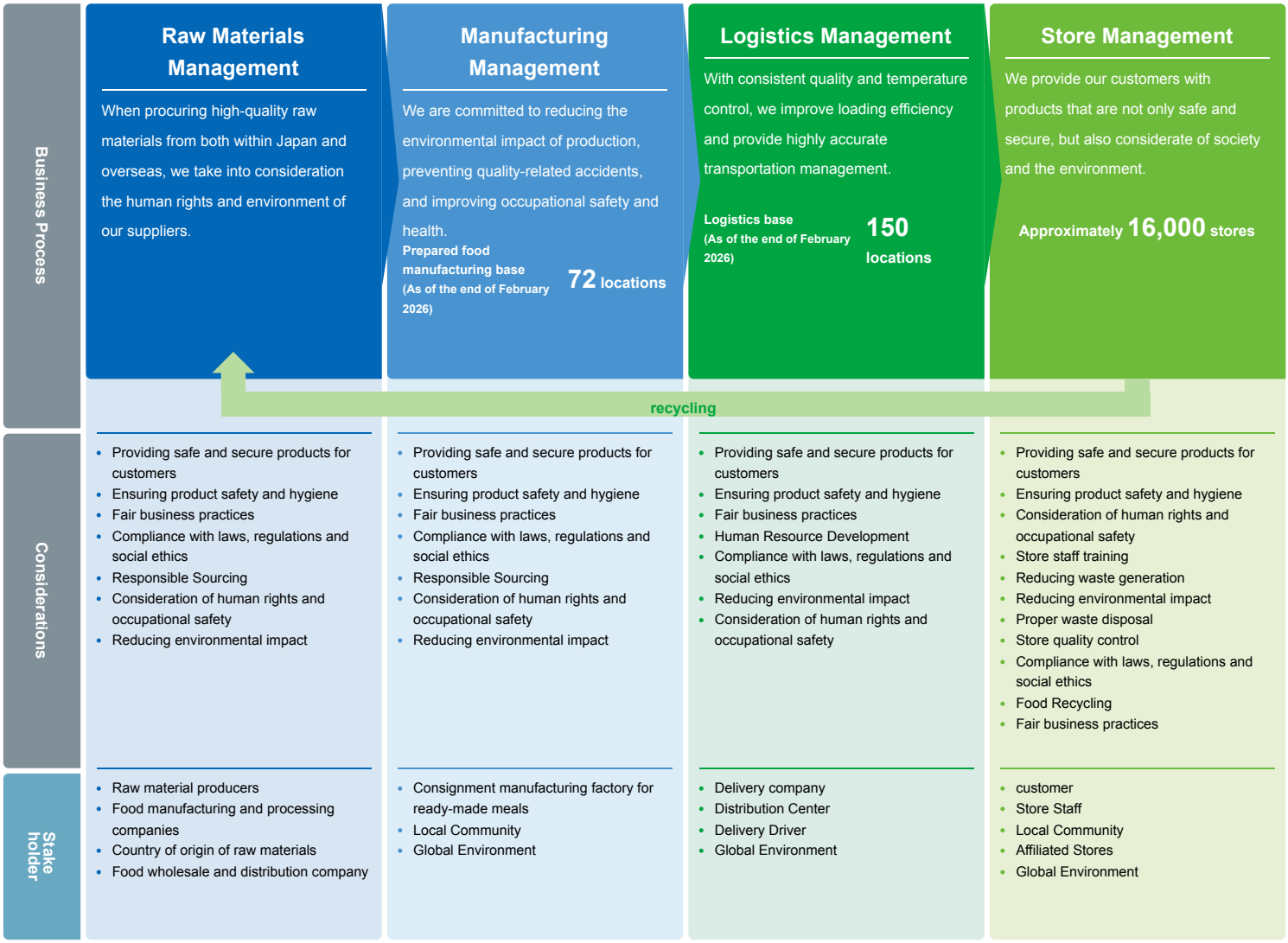
When FamilyMart launched Famimaru brand, it set up a brand strategy group within its product headquarters and also reorganized the rules for how to communicate product features to customers.

In addition, FamilyMart is committed to providing safe and secure products, and we have implemented thorough quality control throughout the entire supply chain. For mid-market food products, FamilyMart has established its own quality control standards and strives to improve quality control and ensure traceability throughout the entire process. In addition to properly labeling product and service information in accordance with relevant laws and regulations, we also engage in consumer awareness activities and execute responsible marketing.

Going forward, we will continue to strengthen communication with our raw material suppliers, ready-meal manufacturing contractors, and logistics contractors while also ensuring thorough food hygiene management in our stores.

Initiatives for safety and security in the supply chain

FamilyMart has established the Sustainability Procurement Principles and Supply Chain Sustainability Action Guidelines for its supply chains, which require conservation of biodiversity, protection of natural resources, compliance with laws and social norms, respect for human rights, prohibition of discrimination, and occupational health and safety. The guidelines are also applied as a unified policy for all of its business partners, thereby taking into consideration the impact on society and the environment and reducing risks.



Raw Materials Management

Quality control system for raw materials



We have established a system whereby raw materials used in ready-to-eat products that have passed an inspection are supplied to outsourced ready-to-eat manufacturing factories.
Each ready-made food factory also carries out inspections of raw materials upon receipt.
Inspections of raw material factories are carried out by Japan Food Supply Co., Ltd., a group company of Itochu Corporation, and only raw materials from factories that pass the inspection are used.
In addition, when developing and improving new products, we conduct factory audits covering approximately 60 items, including raw material screening based on quality and hygiene control standards, and quality and hygiene management, as well as waste and wastewater conditions. Only ingredients that meet the standards are supplied to our outsourced ready-to-eat food manufacturers.
In addition, some of the vegetables used as raw materials are produced in plant factories. Vegetables grown in plant factories are pesticide-free, preventing the introduction of harmful bacteria and insects, and are unaffected by weather, allowing for a stable supply, so we are promoting the procurement of vegetables from plant factories.

▶ **Click here for the Sustainability Procurement Principles**

▶ **Click here for the Supply Chain Sustainability Guidelines**

Manufacturing and quality control

Thorough quality and hygiene management at ready-made meal production bases

FamilyMart 's ready-to-eat meals are produced at 72 manufacturing facilities (as of the end of February 2026). All contract manufacturers of ready-to-eat meals belonging to the Japan Fresh Foods Cooperative (NFF) have established hygiene management systems based on HACCP, including obtaining certification at or above the JFS-B standard established by the Japan Food Safety Management Association. In addition, the Quality Control Department conducts factory inspections at all plants.

Factory inspections focus on checking quality and hygiene management, and audits are also conducted twice a year by external agencies to further strengthen management.

If a factory inspection reveals any non-compliance with standards or other issues, we request that the factory make improvements and take corrective measures.

In addition, we hold "quality assurance meetings" to check products before they are released, and we also carry out surprise inspections of products on display in stores every week.



Factory Inspection Sheet

Logistics Management

Safety and security of logistics

At our logistics center, we carry out strict temperature control by dividing each ingredient and product into temperature zones: "fixed temperature," "chilled," "room temperature," and "frozen."
Furthermore, FamilyMart employees and logistics management companies regularly inspect the centers to ensure safety and to maintain and manage the operation of a logistics network that is prepared for disasters such as earthquakes.



Temperature control at the constant temperature center

Main Initiatives

- Safety management of logistics center facilities
- Storage and delivery in three temperature zones (fixed temperature/chilled/room temperature/frozen)

Efficient delivery ensures always fresh products

In order to always deliver fresh products, bento boxes and chilled products are delivered to stores three times a day. In addition to constant temperature vehicles equipped with both a "constant temperature room" and a "chilled room," we also use refrigerated vehicles and room temperature vehicles for our delivery vehicles. We deliver quickly and efficiently while maintaining quality.



A two-room vehicle equipped with two rooms with different temperatures: a "constant temperature room" and a "chilled room"

Store Management

Thorough training of store staff

Our stores have always strived to provide delicious, safe, and reliable products by providing quality control and food hygiene training to our store staff, and by implementing hygiene and freshness management measures such as frequent handwashing and thorough temperature control of fixtures and equipment.
In addition, to comply with the hygiene management required by the HACCP system, stores are using the Guide for Creating Hygiene Management Plans (for convenience stores: simple cooking edition) issued by the Japan Franchise Association. By following this guide, we are implementing efficient and consistent food safety initiatives in line with the characteristics of the convenience store industry.

Main Initiatives

- Provide hygiene management education to employees
- Continued HACCP compliance
- Cooking according to the manual
- Hygiene record keeping

Ensuring proper product labeling

In order to provide safe and reliable products and services, proper product labeling and sales promotion labeling are as important to marketing as quality control. In order to thoroughly comply with the Food Labeling Act and other related laws, which are mandatory for manufacturers and processors of processed foods, FamilyMart provides regular in-house training (e-learning) on labeling to relevant departments as a seller.

Furthermore, to prevent product labeling that may mislead consumers or violate relevant laws such as the Act against Unjustifiable Premiums and Misleading Representations, we are strengthening our internal monitoring system by not only conducting a primary check by the product development department, but also by having the Legal Affairs Department and Quality Control Department conduct secondary checks.

In order to avoid misunderstandings or content that violates laws and regulations when it comes to store promotional materials, we have included a guidance page on creating store promotional materials in the store's operation manual and are also raising awareness among store staff. Furthermore, as a member of the Japan Retail Association, we are also promoting product labeling in accordance with the "Guidelines for Multilingual Support in the Retail Industry" established by the association to accommodate foreign visitors to Japan.



Example of product display for Famimaru products

Building responsible supply chain management/Promoting sustainable raw materials procurement

Basic Concept

As the globalization of suppliers progresses, FamilyMart is required to consider many aspects across the entire supply chain that supports its business, including not only providing safe and secure products but also reducing greenhouse gas emissions and waste, preventing environmental pollution, preserving biodiversity, respecting human rights and labor practices, ensuring employee safety and health, and addressing labor shortages in logistics. Furthermore, as natural disasters thought to be caused by climate change are becoming more frequent and severe with each passing year, FamilyMart, as a business that is expected to continue operations in times of emergency, is also required to prepare for disasters on a daily basis, building sustainable procurement and product supply networks that can withstand them, and strengthening its resilience.

FamilyMart promotes supply chain management based on the "Sustainable Procurement Principles," "Supply Chain Sustainability Action Guidelines," and "FamilyMart Human Rights Policy," which were established based on the "Basic Sustainability Policy." In addition, we work with business partners such as suppliers of agricultural, livestock, and marine products, manufacturers of ready-meal products, and Famimaru (FamilyMart private brand) products, as well as importers, to promote sustainable procurement throughout the entire supply chain in order to realize a sustainable society.

Supply Chain Audit

FamilyMart regularly audits and monitors its supply chain, not only looking at quality and hygiene management, but also nine CSR-related items, including human rights, labor, and the environment.

In fiscal year 2025, we conducted self-checks (SAQ*) at all 32 of our contracted food manufacturing partners to understand the current situation, both at our partners and at FamilyMart. Furthermore, in order to make more objective and rigorous judgments, we conducted supply chain audits at 12 factories (*all in the second half of the year) by external auditors from a third-party auditing organization. Through these supply chain audits, we confirmed that there were no serious legal violations or cases requiring immediate corrective action, and for cases requiring corrective action, we are working with our partners to make improvements.

Furthermore, Japan Food Supply Co., Ltd. distributed the SAQ (Supply Arrangement Questionnaire) to all 148 manufacturers of raw materials for prepared foods, and received responses from 147 companies, which were then shared with us. We also conducted supply chain audits on six companies.

Going forward, we plan to expand the scope of SAQs and the areas subject to audits and monitoring.

*The CSR Procurement Self-Assessment Questionnaire was created by the Supply Chain Subcommittee of the United Nations Global Compact Network Japan. It is made up of items related to sustainability, such as human rights, labor, the environment, and fair corporate activities.

▶ **Click here for the Sustainability Procurement Principles**

▶ **Click here for the Supply Chain Sustainability Guidelines**

Sustainable Raw Materials Sourcing

FamilyMart sells many original food products, mainly ready-to-eat items, and ensuring a stable supply of the agricultural and livestock products needed for these is an important theme that supports the foundation of our business activities.
In recent years, the environment has continued to affect the supply chain, including climate change and geopolitical risks.
In the first half of fiscal 2020, we conducted a climate-related scenario analysis to examine the impact of droughts and floods caused by climate change on the harvest and growth of agricultural and livestock products.
In response to these results, we are promoting the multinationalization of our suppliers and the establishment of a stable supply system, including procuring raw materials from plant factories.
Additionally, we place great importance on consideration for animal welfare, and currently more than half of the chicken used in our ready-to-eat meals is supplied from farms that have obtained the Genesis GAP certification, as we strive to achieve sustainable livestock farming.
Beginning in 2024, we have been working to reduce the use of petroleum-based plastics in order to further reduce our environmental impact.
Our private brand, Famimaru, is working to reduce the use of petroleum-based plastics by making containers lighter and promoting the use of environmentally friendly materials.
In addition, we are strengthening our commitment to environmental protection by using packaging materials that minimize the use of petroleum-based inks.
Since December 2023, we have also been selling rice balls made with wild seafood from Alaska, known for its sustainable fishing practices, and we are developing sustainable products that are easy to incorporate into everyday life.
FamilyMart will continue to respond to international sustainability standards and changes in consumer awareness, while strengthening its procurement system that takes into consideration the environment and society for a wide range of raw materials, including palm oil, coffee, genetically modified crops, and seafood.

Initiatives for Alaskan seafood

FamilyMart has previously offered rice balls and fish dishes made with seafood from Alaska, nurtured in its rich natural environment.

Alaska is one of the few states in the world whose constitution explicitly states the "sustainable development and use of natural resources." In addition to providing our customers with the delicious taste of Alaskan seafood, in 2026 we will use a portion of the sales of our rice balls to donate a boat to the Alaska Department of Fisheries and Game to support salmon and trout fishery management and other initiatives. We will continue to promote sustainable raw material sourcing in the future.



Donated boat (to be used for fisheries management)



Observation facility for salmon and trout migration in the upper reaches of the Naknek River



Check the observation data.

天然のおいしさを、アラスカから。
サステイナブルシーフード

Photo courtesy of the Alaska Seafood Marketing Association



[Video] Footage of boat donation in Alaska (16.1MB)

▶ **Related Release(JP)**

Advancement of logistics

FamilyMart has been promoting structural reform of its ready-meal offerings with the aim of providing attractive, high-value ready-meal products.

In terms of logistics, we are fundamentally reviewing delivery routes by developing our own work processes at logistics centers, including our logistics network, and a delivery simulator that uses AI. We are also working to enhance our logistics by utilizing a transportation management system (TMS).

We are optimizing our logistics bases while responding to various changes in the business environment brought about by global warming and climate change. For example, in order to protect the logistics network, which is the core of the retail industry, we take into consideration the possibility of typhoons and floods, check hazard maps when considering logistics bases, build on land with a low risk of flooding, and build piles of soil to avoid risk, and strive to develop more robust logistics bases. In the unlikely event that a disaster causes a logistics base or ready-meal manufacturing base to stop functioning or the road network to be cut off, we will temporarily switch to delivery from a nearby logistics base that was not affected by the disaster, and will prioritize delivery of products that are likely to be needed in an emergency, such as rice balls, daily necessities, and drinking water.

Furthermore, in order to respond to the "Logistics 2024 Problem*" facing the logistics industry, we are working to reduce loading and unloading times, reduce incidental work other than driving, and improve delivery efficiency.

Going forward, we will continue to strive to build and implement a resilient logistics network, while not only ensuring a stable supply, but also taking into consideration social issues such as the environment and occupational safety.

*The "Logistics 2024 Problem" refers to various problems that will arise in the logistics industry as a result of the implementation of "limit regulations on overtime work hours for driving jobs" from April 1, 2024.

VOICE

As a mineral water manufacturer, we practice food safety management according to the international food safety standard FSSC22000 (Food Safety System Certification 22000). In addition to ensuring a stable supply, we are also actively addressing social issues such as environmental problems. For example, in response to the 2024 logistics problem, we have shifted some of our transportation to rail and introduced a product shipping management system to reduce truck waiting times.

In addition, to reduce the environmental impact, we have switched all PET bottles to ones made from 100% recycled materials and are working to reduce greenhouse gas emissions by utilizing renewable energy through the installation of the largest solar power generation facility in the region.

In addition, we have restructured our system to monitor spring water flow rates and well water levels for sustainable water use and management, and have also started purchasing carbon credits with the aim of promoting local production and consumption. We will continue to contribute to providing safe and secure products and realizing a sustainable society.



Koji Kanetake Representative Director and President of Clear Water Tsunan Co., Ltd.

Material Issues 5: Creating a rewarding organizational culture and developing our people



Social background and awareness of issues

It is expected that a society will be formed in which diverse human resources can respect each other's ways of thinking and values, be given equal opportunities, and be able to thrive, regardless of race, skin color, nationality, language, religion, ideology, age, sex, sexual orientation, gender identity, gender expression, disability, property, employment status, etc. On the other hand, the retail industry is faced with challenges such as intensifying competition, continued low-price preferences among consumers, and labor shortages, but is also required to respond to change, such as by digitalizing and providing added value for new products and services. In this environment, companies are expected to increase labor participation rates and at the same time improve labor productivity by creating a work environment in which diverse human resources can thrive and building systems that enable more flexible working styles. Furthermore, companies are required to promote decent work, such as creating workplaces where employees can work safely and healthily, and realizing fair hiring and promotion, and fair evaluation and treatment.
Based on this diversity and inclusion (D&I), which is FamilyMart 's strength, we believe that it is most important to create an environment in which employees can freely think and create value from those ideas.

Our Vision

In order to respond to change appropriately and quickly, it is most important that each and every one of our diverse human resources continues to evolve themselves.
FamilyMart believes that nurturing the people who will carry the company forward, creating an organizational culture in which everyone can thrive, and promoting the creation of a safe and rewarding workplace will help build a bright future and lead to corporate growth.
By utilizing our diverse strengths and maximizing our value, we aim to be a chain that is loved by everyone, has family-like connections with the local community, and continues to grow together with the local community.

Initiatives

Diversity & Inclusion ▸
Human Resource Development Initiatives ▸
Healthy, safe and comfortable working environment ▸

Basic Concept

FamilyMart aims to be a chain that can contribute to a brighter future through business activities that are close to customers.
FamilyMart believes that the people who work there are the driving force behind this, and that our most valuable asset is the diversity of people who work there. We respect diversity in areas such as race, skin color, nationality, language, religion, ideology, age, sex, sexual orientation, gender identity, gender expression, disability, property, and employment status, and we believe that creating an organization and culture in which everyone can fully utilize their capabilities will lead to our growth as a company.

Value created

In order to create a sustainable society, we have established the FamilyMart Human Rights Policy to respect basic human rights throughout the supply chain and strive to prevent any human rights violations. We also promote diversity and inclusion to create a rewarding corporate culture, and continue to create opportunities for diverse human resources to thrive and imagine new innovations.

Promotion Structure

The promotion department works in cooperation with the business offices that oversee the divisions, offices, and regions to implement measures related to diversity, human resources, training, health management, etc. across the company, with the goal of promoting growth as individuals and as members of the company, creating a rewarding organizational culture in which everyone can thrive, and creating an environment that is mentally and physically healthy and safe, and easy to work in.

Diversity & Inclusion

Basic Concept

FamilyMart places importance on being a hub for revitalizing local exchange, and welcomes many customers to its stores every day. In order to face the different issues in each community and meet the diverse needs of our customers, we believe it is essential that diverse store staff and the diverse employees who support the stores play an active role and that we find solutions that utilize that diversity together, and we are working to promote diversity as an important management strategy.

Diversity Mission



The name "like Family" embodies the idea that we want to be like a family, accepting differences as a matter of course, without even thinking about it, and lending a helping hand and supporting each other when someone is in trouble.
We aim to be a company where every employee at FamilyMart can work with a vibrant and radiant spirit, be able to be themselves, and want to continue working there forever. From there, we aim to create new value and be FamilyMart that continues to be supported by customers.

Diversity Promotion System

In order to steadily promote diversity as an important management strategy, we are working strategically under the leadership of the Diversity Promotion Committee*, which is made up of management members and chaired by the President and CEO.
To ensure that all employees respect diversity and act with a sense of ownership, we are carrying out activities based on three pillars: "top commitment," "righteous leadership," and "bottom-up."
Agenda for fiscal year 2026

・With Sustainability! Activities and Penetration Survey
・Human capital disclosure items
・Pomotion of people with disabilities

*Diversity Promotion Committee: A committee chaired by the president and composed of management members. It sets KPIs to realize an organizational culture that makes use of diversity to improve corporate value, and implements KPI management.

Creating an organizational culture that makes the most of diversity

In order to respond to the ever-increasing diversification of working styles due to the advancement of the information society and changes in people's thinking and lifestyles, it is essential to realize people and organizations that can find improvement measures in response to changes in the surrounding environment and situation, change themselves, and change those around them.
At the same time, creating a safe and secure environment where people feel welcome to be there and feel free to speak up is a prerequisite for an organizational culture that makes the most of diversity. In order to create new value, we will foster a culture that responds to change, shares ideas, and learns from failure.



Diversity Management Training

In order to ensure that employees understand the importance of promoting diversity and become an organization that can create value, we have been conducting training in stages for managers and above, including executives, since 2017. In addition to this, we also provide training on specific topics such as unconscious bias and harassment, striving to create a corporate culture based on diversity and inclusion.

Fostering an organizational culture through sustainability promotion members

Since 2018, we have been working to create an organizational culture that enables everyone to consistently achieve results. With the aim of directly linking the diverse ideas born from an organizational culture that leverages diversity to the social implementation of sustainability through our business, the heads of each department take on leadership roles, and the selected "Sustainability Promotion Members" are at the forefront of activities across all departments. Based on an open organizational culture that leverages the diversity of each individual and allows everyone to freely exchange opinions, we continue to challenge ourselves to create new value.

President's Award for Employees (2018-present)

We hold an annual President's Awards ceremony to recognize initiatives that leverage diversity, create new value, and achieve results. It serves as a platform for employees to present and celebrate the achievements of their own activities, a forum for knowledge sharing, and a culmination of the year's work.
In fiscal year 2025, the event was held in a hybrid format, the event will be held as a hybrid of in-person and online activities. The best award will be determined by a vote of all employees, and the winning initiative will be recognized.

Feel the Diversity Program (2021~)

The event is held as a place where people can "experience and feel" diversity by utilizing their diverse strengths through loose connections that go beyond organizational boundaries. The aim is to foster a culture of discussion, intellectual combat, and innovation.
We will also consider "inclusion" beyond diversity as "true diversity and empowerment" in which a diverse range of employees, including those who are "promoting the participation of women," "LGBTQ," "people with disabilities," and "international employees," can thrive.

▶ The figures are here (data collection)

Goals and main initiatives regarding the promotion of women's participation in the workforce and support for work-life balance.

FamilyMart has formulated an action plan based on two laws to create a comfortable working environment where every employee can fully utilize their abilities and thrive, regardless of gender.

[Action Plan for General Business Owners Based on the Act on Promotion of Women's Participation and Advancement in the Workplace]

Goal 1: Achieve a female ratio of 10% or more in management positions.
Goal 2: Achieve a gender pay gap of 80% or more for regular employees.
Goal 3: Achieve a combined utilization rate of 95% for men's "childcare leave (including post-natal paternity leave) and childcare-related leave," and a utilization rate of 70% or higher for "childcare leave (including post-natal paternity leave)."

Details of the General Employer Action Plan(JP)

[Action Plan for General Business Owners Based on the Act on Promotion of Measures to Support the Development of the Next Generation]

Goal 1: Provide information to encourage male employees to actively participate in childcare.
Goal 2: To provide training and information to support the career development of female employees.
Goal 3: Maintain an average of 12 or more days of annual paid leave taken.

Details of the General Employer Action Plan(JP)

Main initiatives to promote women's advancement

- Women's Development Training Plan

  Send female employees who are candidates for managerial positions to external cross-industry joint training programs

- FamilyMart Women Project (FMWP)

  Bottom-up activities aimed at "personal growth and transformation," "networking," and "company growth and transformation" by female employees to promote women's participation in the workforce

- A Career That's True to Yourself (Introducing Role Models)

  We introduce the work styles of successful female employees as news within the company, using them as relatable role models to help employees visualize their own career paths.

- Joint online event with Coca-Cola Bottlers Japan

Childcare and work-life balance support initiatives

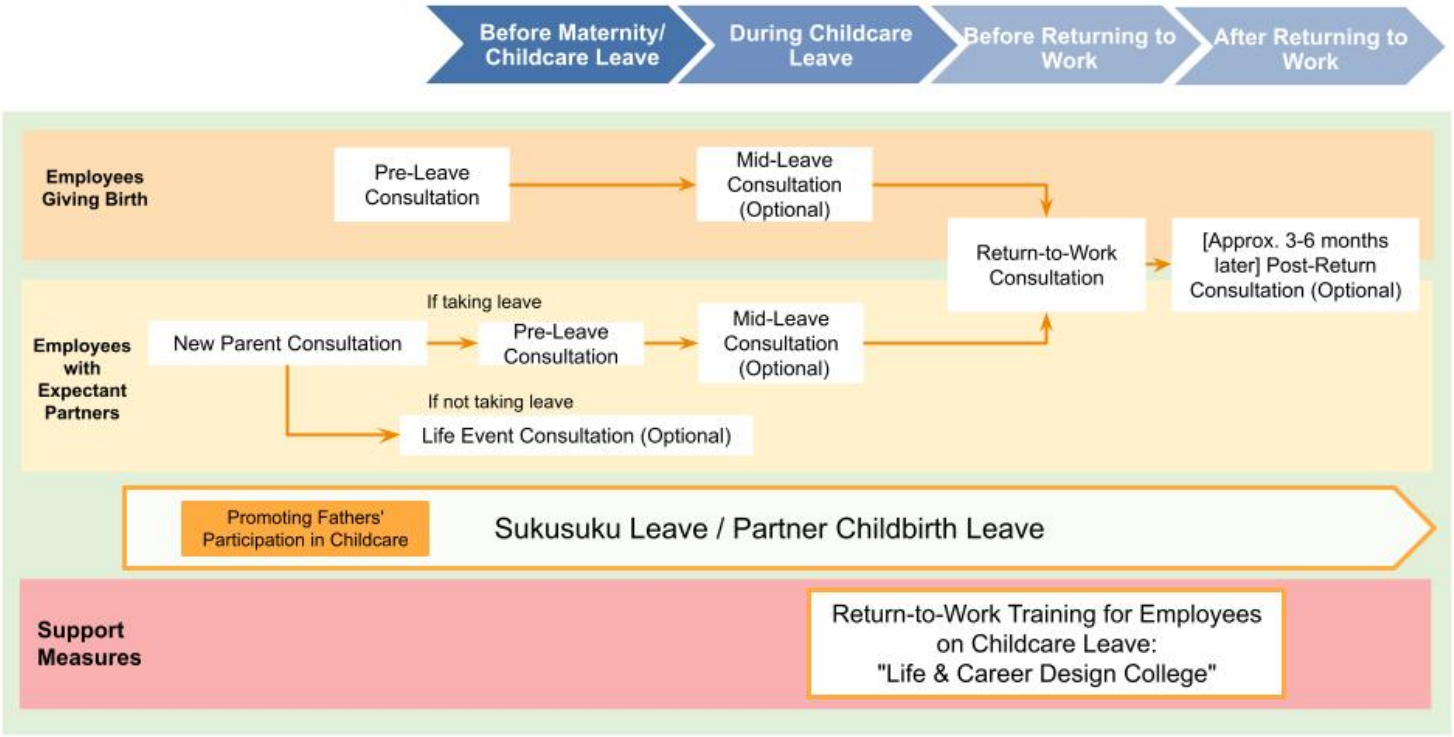
We provide various forms of support to promote the creation of an organization and culture where anyone can demonstrate their abilities and continue working regardless of changes in their life stage.

	Main Systems	Contents
Childcare support	Shortened working hours during pregnancy	Part-time work available from 12 weeks of pregnancy
	Spouse maternity leave	Paid special leave available for the birth of a child
	Childcare leave	Can be taken until the child turns four years old
	Childcare work (reduced working hours)	Part-time work is available until a child completes the third year of junior high school (available for all positions and job content, including management and sales positions)
	Childcare shift work	The start time can be advanced or advanced up to one hour before or after in 30-minute increments
	Sukusuku Support	Subsidy for childcare fees if you return to work before your child turns one year old
	Sukusapo Plus	Subsidies for babysitting fees etc. if you return to work before your child turns one year old and are unable to enroll in nursery school
	Child care leave etc.	Can be taken in hourly units to look after sick children until they finish third grade, to look after children when a class is closed, to attend entrance ceremonies, etc.
	Sukusuku Leave	Five days of paid childcare leave available each year until the child completes the first grade of elementary school
	Transportation to and from nursery school using company vehicles	Employees who commute to work in company cars, such as sales staff, can use the company car to take their preschool children to and from daycare centers, etc.
Nursing care support	Nursing care leave	Can be taken in three installments up to a total of 365 days
	Nursing care work (shortened hours)	While caregiving is required, employees can work reduced hours for an indefinite period.
	Nursing shift work	The start time of work can be advanced or advanced up to one hour in 30-minute increments
	Nursing care leave	・Can be taken in hourly units ・If the leave is taken on an hourly basis, 50% of the normal working hours will be deducted from the salary
Diverse Work Style support	Relocation consideration system	Employees who are working reduced hours due to childcare or nursing care are exempt from transfers that require relocation. In addition, even after the end of reduced hours due to childcare, employees who are raising children up to the end of the third year of junior high school and whose spouses are not covered by health insurance will be eligible for this, if approved by the head of the human resources department.
	Job Return	Re-employment system for employees who resigned due to reasons other than caregiving, childcare, marriage, spouse's relocation, or mental illness, upon expiration of their leave of absence due to personal illness or injury.
	others	・Introducing personnel systems for infertility treatment, same-sex partnerships, etc. ・Egg freezing and storage service (welfare system)

Childcare support

We provide seamless support to employees taking maternity or childcare leave, or who have had children, such as support for interviews with their superiors, and return-to-work training before returning from childcare leave.
In addition, we believe that men's participation in childcare is important for improving the work-life balance of each individual and for work style reform throughout the company, so we have established a childcare leave system that is easy for men to take and are working to promote their participation in childcare.

▶ Click here for figures on childcare support (data collection)



Life & Career Design College (return to work training)

We offer a "Life & Career Design College" for employees returning to work from childcare leave and their partners, regardless of gender. Through learning from specialized instructors about "the mindset required to balance work and childcare after returning to work" and discussions with senior employees who have experience returning to work, employees can enthusiastically prepare for their return to work with a more concrete image.
From 2021, the event will be held online.

Supporting men's participation in childcare

Two systems that support men's participation in childcare are "Spousal Childbirth Leave" and "Sukusuku Leave." "Sukusuku Leave" is a special paid leave program that allows employees with children up to the first grade of elementary school to take five days of leave each year. We are working to encourage all eligible employees to take advantage of this leave, and through these efforts, the number of male employees who actively take childcare leave is also increasing.

▶ For figures on supporting men's participation in childcare, click here (data collection)

Nursing care support

As the population ages and the birthrate declines, we are expanding our system of reduced working hours with no set time frame so that employees can continue working even when they have to care for their loved ones.
We also distribute a handbook to all employees that clearly summarizes the voices of actual caregivers and the systems in place so that employees are aware of the issues in advance and will not be overwhelmed if they are faced with caregiving.
In addition, we held a seminar on balancing work and nursing care so that employees can continue to work with peace of mind. At the seminar, employees learned about the environment and systems that allow them to communicate with each other, support each other, and overcome the burden of nursing care, rather than shouldering it alone.



Guidebook
(Issued by FamilyMart Union)

Creating an inclusive workplace

LGBTQ Initiatives

We are working on LGBTQ issues to help each employee better understand and accept diversity. We are working on two axes: "fostering correct knowledge and understanding" and "creating a safe and secure environment."
In June 2025, coinciding with PRIDE Month, we launched the "Rainbow Action" within the company with the aim of expanding the circle of allies—those who understand and support LGBTQ individuals—and approximately 1,500 people declared themselves allies. By expanding the circle of allies, we aim to enhance psychological safety in the workplace and foster a culture where people can speak out without hesitation.

▶ For more information on LGBTQ-related initiatives, click here

LGBTQ activism symbol

The name was created with the hope that the circle of ALLY will spread from FamilyMart to infinity like sunlight.

Cultivating correct knowledge and understanding

Learning about LGBTQ is one way of learning about the diversity of each employee. We start by "understanding LGBTQ correctly."

- Distribute basic knowledge videos and handbooks to all employees
- News distribution for all employees
- LGBTQ Seminar





Creating a safe and secure environment

We will work to increase the number of "ALLYS" who express their understanding and support for sexual minorities, including LGBTQ. Each of us will think, act, and realize a workplace where everyone can be themselves and what we can do for our franchisees and customers.

ALLY Activities

We distribute stickers to employees who declare their ALLY status to make it visible. We also operate an ALLY community that employees can voluntarily join.
As the circle of ALLYs expands, the psychological safety of the organization will increase, fostering a culture where people can speak up without hesitation.

ALLYステッカー



ALLYグッズ



Same-sex partnership personnel system introduced

We have introduced a personnel system that allows same-sex partners to receive the same internal systems and benefits as legal spouses. Employees who have made the necessary notifications can receive internal systems such as special leave for special occasions, childcare leave, and various allowances for same-sex partners and their children and parents.

Establishment of an LGBTQ consultation desk (an external consultation desk available to employees)

Expanding franchise entry requirements

From March 2023, common-law marriages and same-sex partners will be able to join under all contract types.

Declares support for "Business for Marriage Equality (BME)"

In July 2023, we supported the "Business for Marriage Equality" campaign, which calls for marriage equality (legalization of same-sex marriage) in Japan.

bme
Business for Marriage Equality

▶ Click here for the "BME" homepage.

Product-based initiatives

In order to expand the circle of allies who understand and support LGBTQ, and to support the creation of a society where everyone can be themselves, starting in 2021, we will be changing the hot snack bags inspired by our signature product, Famichiki, to rainbow colors (six colors) that represent sexual diversity and LGBTQ, and will be offering them in limited quantities.



In fiscal year 2025, we implemented the "We are “Rainbow”" campaign at FamilyMart nationwide, with the theme of supporting the creation of a society where everyone can thrive in their own way, transcending corporate boundaries. A portion of the sales from these campaigns was donated to the certified non-profit organization ReBit, and is used for classes and training that encourage students and children to think about diversity, including LGBTQ+ issues. We also collaborated with FamilyMart 's "Authentic Self Project."

▶ Click here for the release(JP)

Initiatives with the local community

In December 2025, Coca-Cola Bottlers Japan Inc. collaborated with the certified NPO ReBit to conduct a class for second-year junior high school students in Kawasaki City titled "What are diverse sexualities? - Aiming for a society where we can accept each other's differences," in order to promote understanding of LGBTQ issues.



▶ **Click here for the ReBit homepage.**

"PRIDE Index" - an index for evaluating LGBTQ initiatives

In the "PRIDE Index 2025," we received the highest rating of "Gold" for the sixth consecutive year, and also earned "Rainbow Certification" for the second consecutive year.

▶ **"Work with Pride" website**

Note: The PRIDE Index was established in 2016 by the voluntary organization "work with Pride" with the aim of creating LGBTQ-friendly workplaces. It is Japan's first index to evaluate initiatives related to LGBT and other sexual minorities in the workplace.

work with Pride Gold 2025

work with Pride Rainbow 2025

Based on the "Comprehensive Partnership Agreement" concluded with Okazaki City, Aichi Prefecture, as part of our community-based efforts, we have been placing information cards for the "LGBT Telephone Consultation" established by Okazaki City in stores in Okazaki City since March 2021. This initiative has been recognized and selected as a "Best Practice" for 2021.



Okazaki City LGBT Telephone Consultation Information Card

Empowering people with disabilities

We are expanding the scope of work for employees with disabilities to include stores, head office, sales offices, farms, etc., so that they can work with enthusiasm. We also consider aptitude when placing employees, and have an evaluation system that allows them to move up the ladder. If necessary, we will strengthen cooperation with support organizations to create a workplace where employees can utilize their individuality and thrive.
Our employment rate for people with disabilities is 3.30% (as of June 1, 2025). We will continue to actively employ people with disabilities and promote the creation of an organizational culture that embraces diversity.

Opportunities for people with disabilities

- **Shop**

  They start out by stocking shelves and cleaning, and are then active in a variety of store tasks according to their abilities.

- **Business Support Center**

  Each department is assigned routine tasks that are tailored to the individual's disability characteristics. This not only expands the opportunities for employees with disabilities and improves their skills, but also brings benefits to each department in terms of improving work efficiency.

- **Main office**

  Employees are assigned to various departments based on their experience and abilities.

- **Offices and sales offices nationwide**

  Employees with disabilities are also working in our offices and sales offices across the country, helping to foster a work environment where people are considerate of their colleagues, regardless of whether they have a disability or not.

- **Farm**

  At a farm in Nagareyama City, Chiba Prefecture, staff with disabilities cultivate organic vegetables. The harvested vegetables are sold at 12 nearby stores.

- **Agriculture-welfare collaboration**

  Starting in fiscal 2024, we will begin agricultural-welfare collaboration with farmers in Chiba and Saitama prefectures. This will expand opportunities for staff with disabilities, as well as help alleviate labor shortages at farms and promote understanding of disabilities in the local community.

Employee experience-based training

- **Farm experience**

  Since fiscal year 2022, all new employees have participated in annual hands-on training at the farm.



  By participating in vegetable harvesting and shipping alongside employees with disabilities, and by visiting sales floors in retail stores, employees gain an understanding of diversity and experience community-oriented initiatives.

- **Meeting to deepen understanding of disabilities**



Disability awareness workshop

  We promote employee understanding of disabilities through various experiences, such as providing opportunities for employees with disabilities who work on farms to sell vegetables face-to-face within the company and interacting with each other, as well as experience in sign language, sensory hypersensitivity, walking on braille blocks using a white cane, etc. We also provide opportunities in stores to learn about the problems of customers with disabilities from their perspective and use this to provide shopping support.

Certified as a good example of a "Barrier-Free Mind" company by the Tokyo Metropolitan Government

The Tokyo Metropolitan Government is working with companies and other organizations to foster social momentum for a barrier-free mindset through the "Barrier-Free Mental Support Company" collaboration project. In this project, FamilyMart has been recognized as a "Barrier-Free Mental Support Company" for 2022 as a company that is taking particularly outstanding initiatives in terms of innovation, originality, and ripple effects, and has been registered as a "Barrier-Free Mental Support Company."



Tokyo Metropolitan Government "Barrier-Free Mind" Good Example Company Mark

▶ **Tokyo Metropolitan Government's "Barrier-Free Mind" website can be found here**

Received the President's Award for Outstanding Achievement from the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers.

Among companies in Tokyo that actively employ people with disabilities and meet the legally mandated employment rate, we received the "Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers President's Award" in the "Awards for Excellent Businesses in Employment of Persons with Disabilities (Tokyo Branch)," which recognizes businesses that have been working for many years to promote the employment and job stability of people with disabilities. Our continuous efforts and achievements, such as promoting the creation of an organization where individual strengths can be maximized and implementing workplace placements according to individual abilities and aptitudes, were recognized, leading to this award.



Seniors' Activities

To achieve sustainable growth for FamilyMart, we are actively recruiting new personnel and developing highly specialized personnel, while also revitalizing senior personnel who already possess a high level of expertise and skills and have a proven track record.

Renewal of the re-employment system

In fiscal 2021, we significantly revised our re-employment system, redefining and further segmenting the roles and treatment we expect from senior employees.
This allows us to treat employees according to their skills, abilities, and performance, thereby increasing their motivation and expanding opportunities for them to shine.
As a result, as of March 2026, 191 senior employees (149 men and 42 women) are continuing to work and contribute to the company even after reaching retirement age.

Meister System

We operate a "Meister System" in which highly specialized, high-performing senior personnel are treated as "Meister employees" and are given opportunities to be actively involved in training the next generation and imparting their know-how, thereby aiming to increase the motivation of senior employees themselves and create a synergistic effect with the training of younger employees.
23 senior employees with high skills in various departments, such as rent negotiations, corporate sales, and quality control, have been appointed Meisters and are active in their respective departments.

Winner of the D&I Award Grand Prize (large company category)

Since 2021, we have been recognized as a "Best Workplace" for three consecutive years at the D&I Awards, Japan's largest awards program that recognizes and honors companies working on diversity and inclusion. In addition, in 2022, we received the D&I Award Grand Prize (Large Company Division), which is given to companies with high diversity scores and role model initiatives among certified companies.





Reasons for the award

<Reasons for winning the 2022 D&I Award Grand Prize (Large Company Category)>

Although it is difficult to instill D&I into the company due to its large size, the company is getting employees across the country involved by creating interview sheets to create opportunities for employees who have had children to talk with their superiors, publicizing the company's internal systems, holding internal awards, selecting SDG leaders in each department and region, and hosting company-wide programs. The company is also proactive in encouraging employees with disabilities to thrive. Promoting D&I in a place that anyone can use, such as a convenience store, has a large social impact. (D&I Award Management Office)

The "D&IAward" is an award hosted by JobRainbow Co., Ltd. that recognizes companies that are working on diversity and inclusion. (First held in 2021) Certification is given according to the level of efforts made, using a "diversity score" consisting of five elements: "gender," "childcare/elderly care," "disability," "multicultural coexistence," and "LGBT."

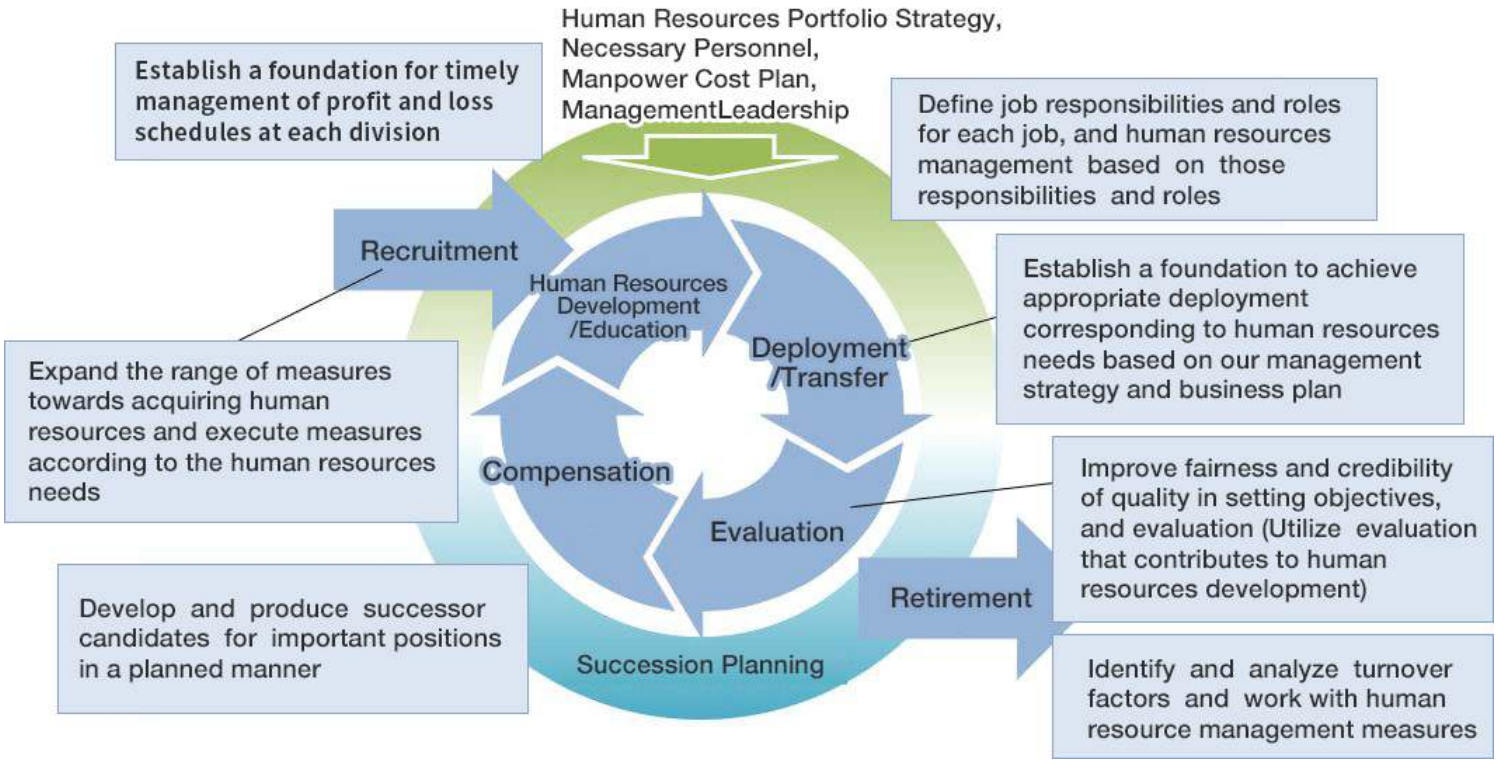
▶ JobRainbow website

Human Resource Development Initiatives

Basic Concept

For companies to maintain and strengthen their competitiveness and achieve sustainable growth, it is becoming more important than ever to develop well-planned training programs that enhance and maximize the capabilities of their employees and to strategically support their employees' career development.
Furthermore, in the convenience store industry, where social and consumer needs are diversifying and the competitive environment is intensifying across business categories, labor shortages in stores and logistics are becoming more serious, making efforts to secure talented personnel and prevent employee turnover important issues that affect a company's competitiveness.
FamilyMart is creating systems and mechanisms that allow employees with diverse skills and expertise to thrive and continue to grow in accordance with the human resources management cycle of hiring → training → placement/transfer → evaluation/treatment, and is positioning this as a human resources strategy that will support sustainable growth.
In particular, with regard to "human resource development," we will strive to enrich educational programs that allow employees to learn independently and work to develop motivated personnel who can lead innovation and the creation of new value.

FamilyMart 's Overall Human Resource Strategy



Recruiting talent

FamilyMart recruits new graduates every year, primarily from undergraduate and graduate schools. A key feature of this recruitment process is its emphasis on supporting students' career education, going beyond mere talent acquisition. Specifically, in addition to a program that simulates the work of a supervisor, we have introduced workshops on self-analysis and company research. Through these, we support students in deepening their understanding of their own careers and making proactive career choices. Participating students have given us high praise, saying things like, "My understanding of the industry deepened," and "It led to a more satisfying job search."

In fiscal year 2026, we hired 54 new graduates (30 men and 24 women).

Furthermore, after joining the company, we have established a training curriculum that allows new employees to gradually acquire fundamental business skills and know-how in store operations and management, which are the core of FamilyMart business, through two years of store work. We provide continuous support so that new employees can quickly grow into valuable assets who can contribute to the company.

Especially during your first year with the company, a dedicated trainer will provide support and guidance as you build your foundation.



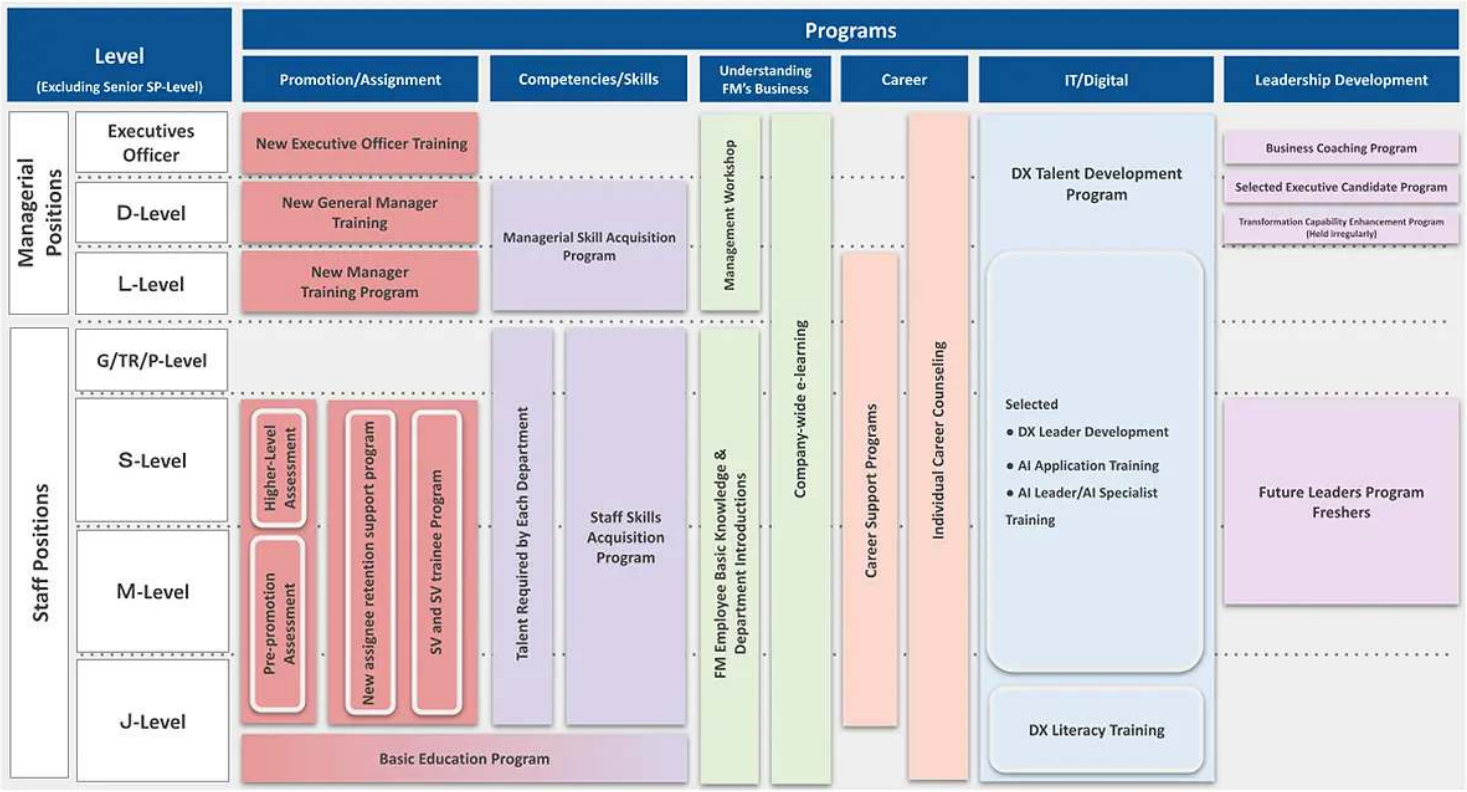


Human Resource Development

In order to strengthen human resource development, FamilyMart restructured its organization in fiscal 2019 to establish a Human Resources Development Department, established a unique education system, and supported employees in developing their own careers independently.

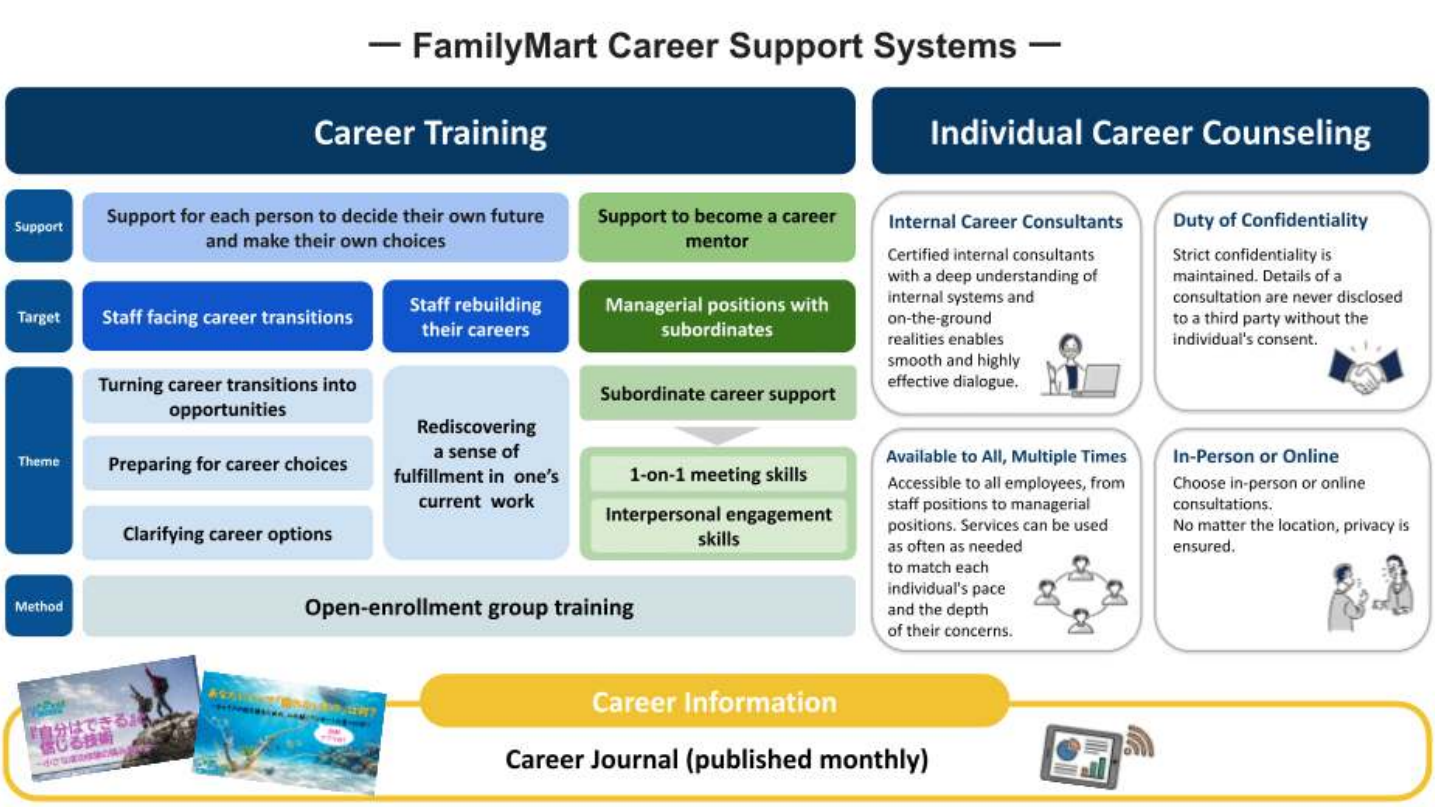
Specifically, in addition to company-wide training such as educational programs for each employee's rank and age group and a next-generation leader development program for selected employees, we also provide department-specific and job-specific training to help each department acquire the knowledge, skills and expertise required. By effectively combining on-the-job training and off-the-job training, we are promoting the systematic development of human resources.
In the rapidly changing retail industry, we aim for the sustainable growth of our company by cultivating "autonomous human resources" who possess initiative and advanced thinking skills.

Company-wide Talent Development Framework: FY2026



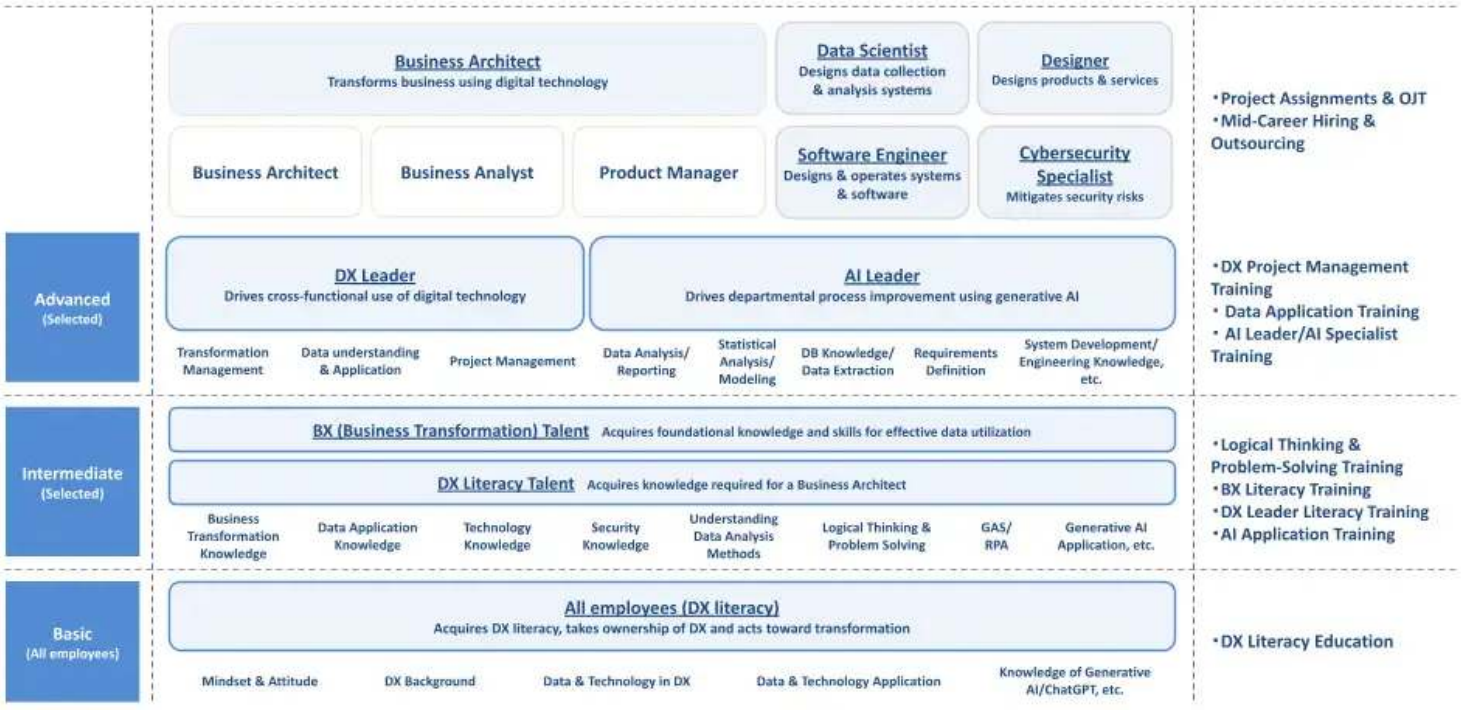
FamilyMart 's career support: Unlocking the future for each individual.

As a foundation for developing "autonomous human resources," FamilyMart is focusing on creating an environment where each employee can proactively shape their career and take on challenges, starting with their own will.
Building upon the "Career Counseling Office" established in 2024, the organization was restructured into the "Career Development Group" in 2026. Beyond its traditional functions of consultation and problem-solving, it has evolved into a system that draws out employees' strengths, expands their potential, and supports the career development of each individual employee. This strongly supports the growth of both the organization and individuals.
In addition to career support tailored to the turning points and circumstances of each job role, we continuously provide opportunities for "individual career counseling" that anyone, regardless of whether they are in a management or staff position, can apply for at any time. Our in-house staff, who hold national career consultant qualifications, provide personalized support to each individual, ensuring that the benefits are not limited to temporary training, but rather support a cycle of concrete career development and challenges in their daily work.



Strengthening DX human resource development programs

In fiscal year 2024, we strengthened and restructured the IT and digital talent development program launched in fiscal year 2023. In accordance with the Ministry of Economy, Trade and Industry's "Digital Skills Standards," we have established a talent development framework that starts with basic DX literacy training for all employees and includes the development of business architects (for improving internal operations), data utilization talent, and AI promotion talent, with selective training provided according to their skill levels.



Leadership Development Program

FamilyMart implements selective leadership development programs at each level with the aim of nurturing future management talent. Through direct instruction from instructors and executives, as well as various workshops, this program aims to elevate participants' perspectives and deepen their self-exploration, thereby helping them establish an unwavering sense of self.

Since 2022, some programs have included overseas study tours, allowing participants to broaden their perspective beyond Japan and cultivate a forward-looking mindset and way of thinking. We also offer sessions where participants can share a vision for the future through dialogue with business leaders.

Furthermore, for management candidates aiming for department head positions, we provide executive coaching by external coaches to improve the quality of management decisions and promote a change in mindset.

FamilyMart positions the development of leaders who will shape the future of FamilyMart as an ongoing initiative, and aims for sustainable growth by cultivating leaders who can always adapt to the changing times.



Outdoor Workshop



Field work during an overseas study tour (Singapore)



Group photo after the announcement of the transformation plan

Supervisor position education system

FamilyMart has established a supervisor trainee period to help employees acquire the skills necessary for supervisory roles, and has put in place an educational system to enable them to excel as supervisors. In addition to company-wide training, supervisors receive professional development through assessments and training programs to enhance their expertise.

Accelerated Training Program for Individual Store Consulting Skills

To fulfill the SV mission of realizing franchisees' dreams and hopes through the FC business.

	SV Trainee (3–6 Months)	1st-Year SV	2nd-Year SV
Internal Assessment	SV Assessment		
Group Training	SV Trainee Training	Individual Store Consulting Skill Acquisition Training	SV Practical Guidelines Training
	Objective Understand SV roles and duties, and what needs to be practiced and acquired during the SV trainee period. **Program** * Role of SVs in the FC Business * Importance of "Understanding Franchisees" in SV Operations * Business Planning * SV Work Schedule * Knowledge & Skills Required for Operations * How to Learn During the SV Trainee Period	**Objective** Acquire "persuasion and negotiation skills" based on the trust with franchisees necessary for individual store consulting. **Program** *Essential Role & Ultimate Goal of an SV *3 Steps to Delivering Value as an SV *Building Trust *Coaching *Facilitation *Persuasive Negotiation *Negotiation Training	**Objective** Review daily business processes and identify key points for improving the accuracy of consulting for individual stores. Clarify your vision of the ideal SV. **Program** * Ideal Image of a FamilyMart store SV * Efficient work Methods through Time Management *Ideal SV Operational Process * Your Own Ideal Image of an SV
OJT	OJT Using the SV Task Acquisition Checklist	Field Visits Accompanied by Sales Office Manager	
Learning Tools	SV dictionary "Business Planning," "Sales Floor Design Guidance," "QSC Guidance," "Cash and Document Management Guidance," "Labor Management Guidance," "Store Staff Management Guidance," "Business Management Guidance," "Other Duties"		
	SV Action Guidelines: *Michi-shirube* (Guidepost)		
	Individual Store Consulting Tools, Database of best practices for Individual store consulting, Gondola Consulting Site, Gondola Consulting Tools		
	SV Library "Financial Management," "Store Accounting," "Franchise Agreements," "Franchisee Profiles," "Impairment Loss," "Insurance Programs"		

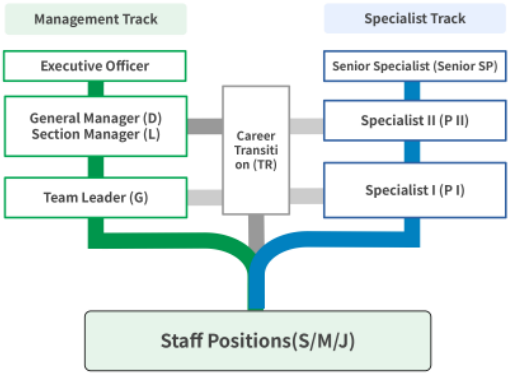
Note: We will also develop an educational system for other occupations to develop specialist human resources.

Grade system and diverse career paths

In response to changing social conditions and intensifying competition in the convenience store industry, FamilyMart has introduced a grading system that allows each employee to grow autonomously and pursue diverse career paths so that they can maximize their potential. Aiming to be "an organization where motivated employees can take on challenges without hesitation and where their strengths and expertise are fairly evaluated," we are building a system that supports diverse growth according to individual aspirations.

Diverse career options

As career paths beyond the J/M/S positions, we have established a "management course" that maximizes organizational results through management, as well as a "specialist course (P position)" that drives business transformation by demonstrating high-level expertise in a specific field. To ensure that outstanding technical and professional talent maintains motivation and can thrive in the long term, specialists are given the same compensation and treatment tables as managers. We have also established a "TR position (Transition)" that provides gradual support for role changes and career redesign, supporting flexible career changes.



Promoting early contributions and ensuring fairness

To enable talented young employees to advance quickly without stagnation, we have shortened the standard period required to reach the same rank for promotion to two years in principle, allowing for rapid career development. At the same time, by introducing an objective "promotion review (examination, etc.)", we fairly measure business skills and necessary knowledge, ensuring a highly satisfactory promotion system.

Appropriate allocation and regular rotation

At FamilyMart, employees can gain experience as supervisors and advance to management positions, or become specialists and managers in their respective departments. This allows for diverse career paths and work experience through regular rotations and the selection of multiple career tracks.
Regarding transfers, we make appropriate decisions based on a comprehensive assessment of the employee's wishes, aptitude, and the company's circumstances.
In addition to the usual internal job posting system, FamilyMart has also established its own career point system and self-reporting system, which give priority to the transfer requests of talented employees, thereby proactively supporting employees in their independent career development.

Self-reporting system

This system allows employees to voluntarily express their medium- to long-term career vision during interviews with their superiors.
This is not only an opportunity for employees to identify current issues and the necessary knowledge and actions to achieve their career vision and use this to grow as individuals, but also an important opportunity for employees to reach a common understanding with their superiors about current concerns, etc.

HRP System (Field-Head Office Personnel Exchange Program)

This system is designed to cultivate broad-minded individuals with perspectives from both the field and headquarters through strategic personnel exchanges between the field and headquarters.
Each year, we select approximately 20 employees, mainly from supervisor (SV) positions nationwide, and assign them to various departments at headquarters for a limited period of two years.
After the period ends, participants return to their original work (region), and by continuously building upon this experience, we will create a pool of personnel across the country who have experience in the work and job roles of headquarters staff.
By lowering the barriers between headquarters and the field, and by enabling personnel who deeply understand the operational know-how and challenges of both sides to play an active role in each workplace, we aim to promote transformation throughout the organization and strengthen collaborative systems.

Career Points System

This system was established to fulfill the wishes of outstanding employees as much as possible during regular transfers.
Employees who have earned a certain number of points based on their performance evaluations can submit a transfer request when self-reporting. The transfer request will be approved after screening by the person in charge of the department to which the employee wishes to be transferred, and if the request is accepted, it will be reflected in the personnel transfer.

About the evaluation system

FamilyMart seeks individuals who are "ambitious about reform, boldly embrace change, and act concretely and quickly" to achieve sustainable growth. To encourage each employee's challenges and fairly and effectively reward their achievements, we operate a highly fair evaluation and compensation system.

An evaluation system that rewards the process and results of challenges.

We not only measure the specific results based on each employee's mission through our Management by Objectives (MBO) system, but we also operate a system that comprehensively evaluates employees from multiple perspectives, including their behavioral characteristics in the process of completing work tasks and in areas such as "challenge" and "adapting to change." Rather than focusing solely on results, we have established a highly satisfactory system by fairly evaluating the specific actions and processes that lead to those results and reflecting this in their compensation. Furthermore, in the evaluation of managers, we place particular emphasis on guiding and developing subordinates and supporting their growth by motivating them.

Forward Session

This session is designed to provide a forum for managers to regularly and future-oriented discussions with their subordinates in order to implement goal management with the aim of "maximizing organizational results" and "utilizing it for human resource development." It is positioned as an important opportunity to increase the likelihood of achieving goals throughout the evaluation period (1 year), link it to results, and at the same time provide employees with insights and encourage autonomous growth.

Bonus system and rewards for top performers

To ensure that daily challenges and achievements are directly rewarded, starting in fiscal year 2026, we will double the weighting (grading) in the bonus payment coefficient calculation formula, creating a system that strongly rewards the contributions of employees who receive high evaluations.
Furthermore, in addition to regular bonuses, we have established a system to provide a "Special High-Performance Bonus" to elite top performers who have made outstanding contributions to the company or organization, highlighting their achievements and creating an environment that encourages employees to take on challenges.

FamilyMart employee benefits

At FamilyMart, we have established a system of mental and financial support through our employee mutual aid association to ensure that all employees can perform at their best with peace of mind, in case of illness, childcare, elder care, disaster, etc. Furthermore, we offer a wide range of welfare benefits that can be used with family and colleagues to support a fulfilling private life and revitalize workplace communication.
Furthermore, we have launched a website called "FamilyMart Work-Life Book" that clearly summarizes systems and support programs related to childbirth, childcare, and elder care, promoting an environment where employees can easily access the information they need and use these systems with peace of mind.

Holidays and Vacations

122 days of annual leave
Annual paid leave
Long-term service refreshment leave
Sukusuku Leave
Spouse maternity leave

Insurance

Health insurance and nursing care insurance
Employees' pension insurance
Employment insurance
Workers' Accident Compensation Insurance
Employee Mutual Aid Insurance

Employee Benefits

Severance pay
Defined contribution corporate pension plan
Property accumulation savings
FamilyMart Employee Mutual Aid Association
FamilyMart Employee Stock Ownership Plan
Itochu Group related benefits

Healthy, safe and comfortable working environment

Basic Concept

Ensuring the safety and health of employees is one of the top priorities that companies must fulfill. Under the leadership of their top management, companies are expected to prevent workplace accidents, maintain and improve health, and create a safe, healthy, and comfortable working environment by systematically promoting occupational safety and health measures.

At FamilyMart, top management has taken the lead in establishing a health management system and promoting health management based on the FamilyMart Health Charter. We are also working to contribute to the health and happy future of all stakeholders, including customers, franchisees, and business partners.

FamilyMart 's Health Management

FamilyMart believes that the health of its employees and everyone involved with FamilyMart is the foundation for realizing the future we envision. Therefore, we have established the following Health Charter and are putting in place a system to promote it, as we focus on health management.

Health Charter

We believe that the health of our employees and everyone involved with FamilyMart is the foundation for realizing the future we envision, and so we have established the following Health Charter.

1. Creating a workplace environment where employees can work in good health

We will create an environment where employees can be mentally and physically healthy and take on challenges at work with enjoyment and energy.

2. Employees' voluntary health behavior

Each employee will face their own health and take voluntary healthy actions to live a long and fulfilling life.

3. Contributing to the health of everyone involved with FamilyMart

FamilyMart is committed to promoting its own health and contributing to the health and happiness of everyone involved with FamilyMart, including franchisees, customers and the company, by providing products and services that contribute to mental and physical health.

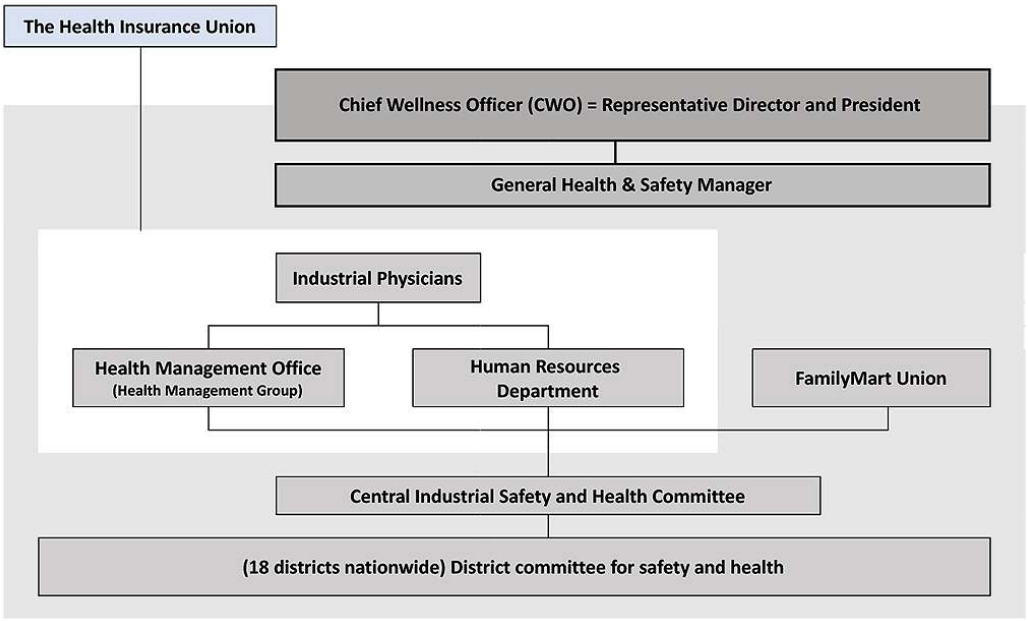
Date of establishment of the Health Charter: October 2019

Representative Director and President of FamilyMart Co., Ltd.

小谷建夫

Health Management Promotion System

Under the leadership of the president, who also serves as the CWO (Chief Wellness Officer), the industrial physician, health management office, human resources department, labor union, and health insurance association work closely together to manage and improve the health of our employees.
Each business location holds a monthly safety and health committee meeting to share company-wide issues at the regional level and consider measures tailored to the specific challenges and circumstances of each region. Simultaneously, a system is in place to provide feedback from regional areas to the entire company through the central safety and health committee. The health committee also provides health information not only to employees but also to affiliated businesses and other stakeholders, facilitating information exchange among participating members.



Industrial physician, public health nurse

14 industrial physicians (2 full-time, 12 part-time) / 2 full-time public health nurses

Structure of the sanitation committee in each district

We hold safety and health committee meetings every month at the head office and at 18 locations across the country. Even in locations with fewer than 50 employees, we hold safety and health committee meetings every month, regardless of legal framework, to check members' working hours, paid leave status, industrial accidents that have occurred nationwide, and company car accidents, as well as to exchange opinions on health promotion measures. We also hold lectures by industrial physicians, and are committed to improving health literacy and the level of safety and health.

Occupational safety policy and occupational safety and health management system

We have established the FamilyMart Safety and Health Policy, set targets and specific action plans through the Safety and Health Management System, and hold discussions at health committees as part of our ongoing efforts to create a workplace environment where employees can work safely and with peace of mind.

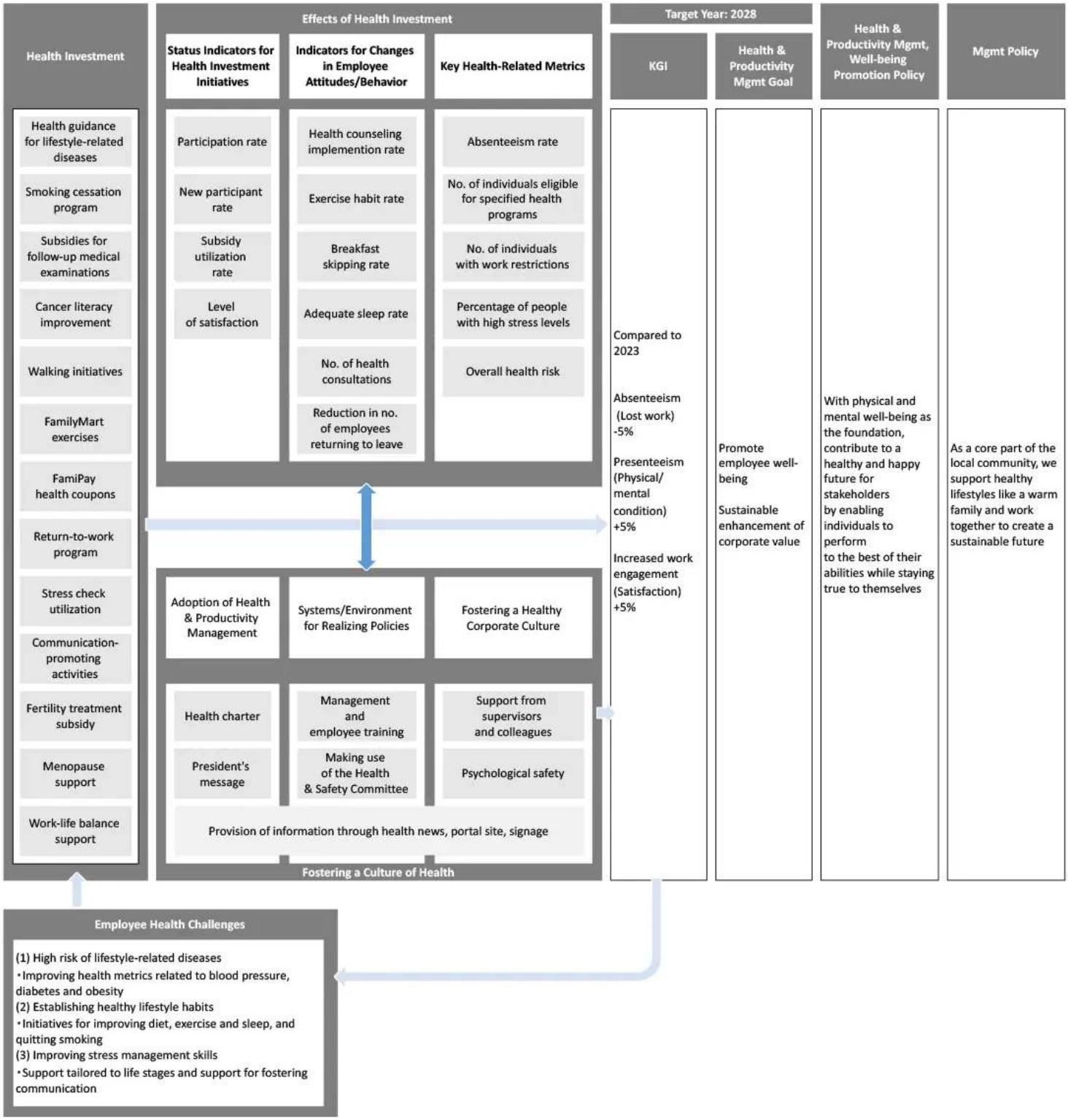
▶ Tokyo Labor Bureau website

▶ FamilyMart Safety and Health Policy(JP)

Promoting health management

Health Management Strategy Map (2028 Target)

Based on our health charter, we have implemented measures to manage and improve the physical and mental health of our employees. We have implemented measures to raise health awareness and establish and maintain healthy behaviors, and while monitoring the progress and identifying areas for improvement, we have begun to see gradual improvements in health indicators. Therefore, we have updated our strategic map to further evolve our health management and realize the well-being of each and every employee.



Past initiatives (Health White Paper 2025)

To truly promote health management and achieve employee well-being, it is crucial to prevent measures from being implemented and to continuously run a data-driven PDCA cycle.

This white paper comprehensively analyzes various data from annual health checkups, stress checks, and health awareness surveys, as well as participation rates and improvement status of various seminars and health measures. It visualizes the effectiveness of past initiatives and identifies challenges, leading to the setting of future goals and the consideration of effective countermeasures.

FamilyMart Health Report 2025 ~Health White Paper 2025~.pdf

<Contents of the White Paper>

- Trends in health indicators up to fiscal year 2025
- Details of health measures implemented in fiscal year 2025, results, and analysis
- Future policies for health management

Numerical targets and measures for health management

<Items to be improved and reduction targets>

Numerical target: 5% lower than the 2019 target.

- Obesity rate: 34% in 2019 → 37% in 2025
- Smoking rate: 35% in 2019 → 28.4% in 2025 (Achieved a 5% reduction in 2019. Target is to reduce by another 5%)

We monitor productivity metrics to ensure our employees are healthy, energetic, and performing at 100% of their potential.

	FY2022	FY2023	FY2024	FY2025
Presenteeism (full score: 100%)*1	-	68.7%	69.2%	69.8%
Work Engagement (full score: 6 points) *2	-	3.40 points	3.55 points	3.58 points
Absenteeism※3	3.3 days	3.3 days	4.8 days	3.3 days

*1 An employee survey was conducted using SPQ (University of Tokyo 1-item version).
*2 Measured using the ultra-short version of the Utrecht Work Engagement Scale (3 items). Average value of the three items: vitality, enthusiasm, and engagement.
*3 Average number of days of leave due to illness or injury for all employees. However, this excludes paid leave, etc., taken for illness or injury.

Measures to achieve the goal

We review our policies annually based on changes in data from health checkups, stress checks, and health awareness surveys. Health presents various challenges depending on age. We prepare health measures tailored to different age groups and life stages, and strive to provide support at every stage, working to promote health so that our employees can achieve well-being both physically and mentally. We invest 17,000 yen per employee per year in maintaining and improving employee health.

【General Initiatives】

- Health checkups, subsidies for follow-up screenings, subsidies for dental checkups, subsidies for brain health screenings, subsidies for infectious disease vaccinations, stress assessments, health awareness surveys
- Counseling services, "Let's walk together" walking events, lunch seminars, health *senryu* (comic haiku) and photo contest, cognitive behavioral therapy (e-learning)
- Workplace communication initiatives, health news and a return-to-work program

New Initiatives

- FamiPay health coupons, health points, FamilyMart exercises and long-term income protection insurance

【Support by Age and Life Stage】

New Employees, 20s and 30s	Life Events	40s	50s and Higher
Laying the Foundations for Health • Health education upon joining the company • Social gatherings for younger employees	**Work-Life Balance** • Health consultations on matters specific to women • Infertility treatment subsidies and menstrual leave • Support for balancing work and personal life (childcare, nursing care and medical treatment)	**Risk Management and Awareness-Raising** • Specific health guidance • Menopause support • Cancer e-learning	**Senior Health** • Measures to prevent locomotor syndrome and frailty • Health website for the middle-aged and seniors • Shingles vaccination subsidy

Age-specific screening support: Tests for the early detection of cancer, vascular diseases, and symptoms associated with aging or menopause

Regular Age-Based Checkups • 25, 30, 35 years old	***Yakudoshi**** **Health Checkup** • Men: 42, Women: 38 *Ages traditionally associated with bad luck in Japan	**40s and Higher Health Checkup** • Annual	**50s Health Checkup** • Additional checkup subsidies at 48 and 51

~New health initiatives~

Behavioral change through the use of FamiPay health coupons

FamiPay health coupon program, which we launched last year, has been able to encourage participation from people who had not previously taken part in health initiatives. Since a correlation has been observed between skipping breakfast and obesity, this year we have started distributing breakfast coupons quarterly through FamiPay health coupon program.

"FamilyMart Exercise" to improve exercise awareness

It's important to keep exercising during small moments in your daily life. We created an original exercise called "FamilyMart Exercise" that completes in "10 seconds" to the familiar rhythm. For the audio tracks, we use the melody of our Ontopo brand 'FamilyMart, Where You Are One of the Family', and create them by job category—'Store Edition', 'SV Edition', and 'Staff Edition'—to encourage the continuation of the movement.







Expand cancer screening subsidies to include vascular diseases and age-related diseases

To strengthen early detection and prevention of cancer, we have expanded the eligibility for screening subsidies. In addition to cancer, we have also expanded the coverage to include vascular diseases and menopausal symptoms caused by aging. Furthermore, we have created videos that make it easy to understand what tests to take, recommending tests by age group and explaining what each test entails, creating an environment that makes it easier to get screened. For men aged 42 and women aged 38, we have named the screenings "Exorcism Screenings" to increase interest in getting screened.

Smoking cessation measures and passive smoking countermeasures

Previously, our smoking cessation program was open for applications only twice a year. However, we have now created an original smoking cessation program, making it easy for employees to quit smoking at any time. We are also promoting smoking cessation measures such as posters to prevent passive smoking and smoking cessation guidance videos on in-house signage.

Introduction of long-term income protection insurance (with long-term care rider)

We have revised our insurance system to prepare for the risk of being unable to work due to prolonged illness or injury, making it more accessible to employees. We have also added coverage for employees on leave for caregiving, helping to alleviate anxieties related to caregiving.

[Topic] Women's Seminar

FamilyMart regularly holds women's health seminars. In these seminars, participants learn about the importance of knowing in advance and dealing with health problems that can occur due to fluctuations in female hormones, such as PMS and menopause. The theme of the women's health seminar held recently was "To improve workplace communication! ~Understanding the hormone balance between men and women leads to a harmonious workplace!~" and included not only content for women but also a discussion on male menopause. By utilizing online platforms, many employees from regional areas who previously had difficulty attending were able to participate, and a large number of managers and male employees also participated, making it an opportunity to deepen mutual understanding.

Health management and health promotion

Health management initiatives

health check

The participation rate in regular health checkups has remained at 100% since fiscal year 2020. Furthermore, we have established a system that allows employees aged 35 and over to receive comprehensive medical checkups at no cost to themselves, thus creating a system for disease prevention and early detection.

item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Health checkup attendance rate	100%	100%	100%	100%	100%	100%

FamilyMart 's follow-up measures

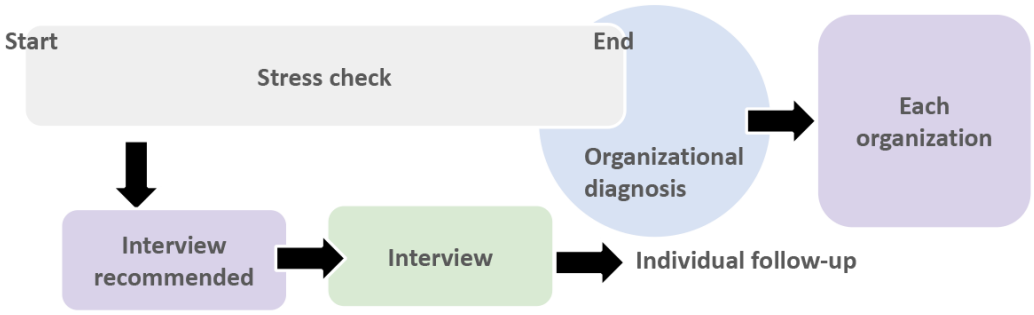
If a health checkup results indicate the need for a follow-up examination (re-test), we subsidize the cost of one such examination to encourage early detection and treatment of diseases.

item	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Detailed examination attendance rate	22.8%	100%	100%	100%	100%	100%
Health guidance implementation rate	100%	100%	100%	100%	100%	100%
Specific insurance guidance implementation rate	66.3%	58.5%	59.0%	53.2%	60.7%	-

Mental health measures

Stress Check

To enable early support, we have established a system that allows for consultations to be recommended simultaneously with stress checks, allowing us to address high-stress individuals early. Furthermore, for organizational diagnostics, we compile the data the month after the implementation period ends and provide early feedback.



Support for employees on leave

We have prepared e-learning so that anyone can learn cognitive behavioral therapy. Utilizing our original return-to-work program, industrial physicians and public health nurses are involved from the time of leave until the employee is able to return to work. In addition to continuous follow-up after returning to work, supervisors at the workplace learn how to handle returning employees through e-learning beforehand, creating an environment that allows for a smooth reintegration into the workplace.



Mental health seminar

We hold seminars that offer tips to lighten your heart in various situations, such as bridging communication gaps due to age differences, and alleviating mental and physical fatigue caused by anxieties and busyness related to childcare, parenting, and elder care.



Main ongoing measures

This section summarizes the main health initiatives we are implementing on an ongoing basis.

Disease Prevention and Screening

- **Infectious diseases:** Subsidies or coverage of costs for vaccinations (e.g., influenza)
- **Dental checkup:** Free checkups or subsidies for dental checkups
- **Family health:** Dependent health checkups, recommendations to seek medical consultations
- **E-learning:** Education for the early detection/early treatment of cancer
- **Senior health:** Preventing locomotive issues and frailty, subsidy for shingles vaccination
- **Brain health:** Brain scan subsidy

Lifestyle Habits and Promoting Exercise

- **Walking program:** A walking app was used to hold a photo contest
- **"Let's walk together":** A step-count event to establish and recognize exercise habits
- **Health points:** A point-awarding system (exchangeable for gifts) based on health metrics and behaviors
- **Lifestyle diseases prevention:** Programs for improving diet and stopping smoking
- **Well-being program:** Content streaming for fitness, yoga, etc.
- **Obesity prevention:** Improvement program for employees with a BMI of 25 or higher

Mental Health and Work-Life Balance

- **Mental health support services:** Stress checks and consultations with specialists
- **Various consultation services:** External consultation services for employee and family concerns
- **Sleep improvement:** Sleep improvement programs and support for forming good sleep habits
- **Women's health:** Support for managing menopausal symptoms and menstrual symptoms
- **Return to work and work-life balance:** Support for balancing work with illness or caregiving responsibilities as well as follow-up when returning to work
- **Support for fertility treatments:** Subsidies for fertility treatment and related expenses, and fertility treatment leave system

Organizational Culture and Education

- **Health education:** An enhanced educational environment through refreshment rooms and other facilities
- **Health seminars:** Regular knowledge-sharing seminars by professionals
- **Providing information:** Ongoing communication through the portal site and a newsletter
- **Seminars:** Parenting and elderly care seminars
- **Health senryu (comic haiku):** Annual New Year's contest to foster health in a fun way
- **Workplace communication initiatives:** Subsidies for events planned by workplace team members

~From the Workplace Communication Project~

There is a subsidy twice a year for planning and executing events with colleagues at work.

We use activities like BBQs, golf, and walks across the Rainbow Bridge to promote communication among everyone at work.





Occupational safety

Work-related accident prevention education

Ensuring a safe and secure working environment for all employees at FamilyMart stores and offices is absolutely essential. At our monthly Safety and Health Committee meetings, we share information on workplace accidents that have occurred nationwide and exchange opinions with management to prevent similar accidents from happening again. Moving forward, we will continue to implement daily measures to prevent workplace accidents, aiming to create a safe and healthy workplace for everyone involved with FamilyMart.

Items (including staff at directly managed stores)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Frequency rate	0.43	0.70	0.75	0.88	0.98	0.98
Severity rate	0.004	0.028	0.019	0.034	0.014	0.019

Health and Productivity Management Office

At our Tamachi headquarters, we provide various facilities and implement various initiatives to promote the health of our employees.



Massage chair



Rest Room



Mental Health Check Device



Installation of blood pressure monitor



Health Office (Jump Meter)

Health management created by everyone

Health promotion through collaboration with health insurance associations

Starting in fiscal year 2022, FamilyMart signed a "Memorandum of Understanding on Collaborative Health Promotion" with the health insurance association to strengthen cooperation with the association. This has made it possible to streamline health management programs for the medium- to long-term prevention of lifestyle-related diseases, cancer prevention, and mental health measures for employees. Through monthly regular meetings, FamilyMart and the health insurance association are effectively promoting and implementing health improvement measures.

Work with labor unions

Through monthly health and safety committee meetings, we exchange information about the health of employees nationwide and cooperate to implement policies that maximize the effectiveness of each other's initiatives.

Labor-management mutual aid! Walking event

The walking event organized by the labor union is a regular health promotion event FamilyMart that has been held for over 15 years. This walking event is held twice a year (spring and autumn) to encourage employees to get more exercise. The autumn event in 2025 was a great success, with 4,029 employees participating.

For affiliated stores

The health of our franchisees, who work with us in the business, is just as important as the health of our employees, and is an essential element for the development of FamilyMart 's business. To promote the health of all our franchisees, we are implementing the following measures.

Subsidies for health checkups and medical examinations

We are creating an environment where our member stores can also receive health checkups. Each store can apply for a subsidy for up to three checkups per year. We are also working to improve the convenience of the subsidy application process by introducing a new system.

Mutual aid insurance

We offer a lineup of low-cost group life insurance, medical coverage, and accident coverage exclusively for franchisees, so that franchisees can operate their stores with peace of mind as FamilyMart managers, and to protect the welfare of their store staff.

Initiatives to foster health awareness

We have started providing health information to our member stores. We are distributing videos that offer tips for a healthy lifestyle and the importance of undergoing health checkups and various examinations.

Health Promotion Project

We are developing a variety of businesses and products to promote the health of everyone involved with FamilyMart.

Certification and Awards

Our company's efforts in promoting employee health are being recognized.

Certified Health and Productivity Management Outstanding Organization 2026 (White 500)

The Ministry of Economy, Trade and Industry's Certified Health Management Company Recognition Program is a system that recognizes companies that consider employee health management from a management perspective and implement it strategically.

"Sports Yell Company" "Tokyo Sports Promotion Company"

The Japan Sports Agency has certified us as a "Sports Yell Company," and we have also been certified as a "Tokyo Metropolitan Government Sports Promotion Company" for three consecutive years.

Excellent company for promoting cancer prevention measures


表彰状

We have been recognized as an "Excellent Company for Promoting Cancer Control" under the "Corporate Action for Promoting Cancer Control" promoted by the Ministry of Health, Labour and Welfare.

The foundation for sustainability

The foundation for sustainability



Corporate Governance ▸

The basic policy is posted here.

Risk Management ▸

You can see the risks of our business.

Compliance ▸

This page describes our approach to compliance and the promotion system.

Joint growth of franchisees and headquarters ▸

We publish information about the joint growth of franchisees and headquarters.

Respect for human rights ▸

To respect the human rights of everyone involved in our business activities, we have established the FamilyMart Human Rights Policy and are promoting initiatives that take human rights into consideration.

Corporate Governance/Internal Control System



FamilyMart is working to ensure the transparency and soundness of its management in order to achieve sustainable business development and further increase its corporate value.

Basic policy on ethics and compliance

Corporate Governance

Basic Policy for the Establishment of Internal Control Systems

This page describes the structure and operation of our internal control system.

Operational and Other Risks

You can see the risks of the business.

Compliance

This page describes our approach to compliance and the promotion system.

Basic policy on ethics and compliance

FamilyMart, in accordance with its “FamilyMart Basic Policy”,
will observe the ethics and compliance globally based on the following seven principles.

1.Sound business management

We will manage a sound business by conducting appropriate organizational management and actively and fairly disclosing corporate information.

2.Providing safe and secure products and services

We will ensure the quality control of our products and services and maintain an appropriate sales environment.

3.Fair trading

Maintain fair, transparent and free trade. Also maintain a healthy and normal relationship with politics and government.

4.Appropriate information management

We strictly manage the personal information and confidential information obtained through business activities.

5.Environmental awareness

Recognizing that protection of the global environment is an essential requirement for the existence and activity of a company, we will engage in activities focused on the global environment.

6.Creation of an ideal workplace environment

We respect the individual character and human rights of each employee and will endeavor to maintain an open workplace environment that values richness and comfort.

7.Non-association with criminal elements

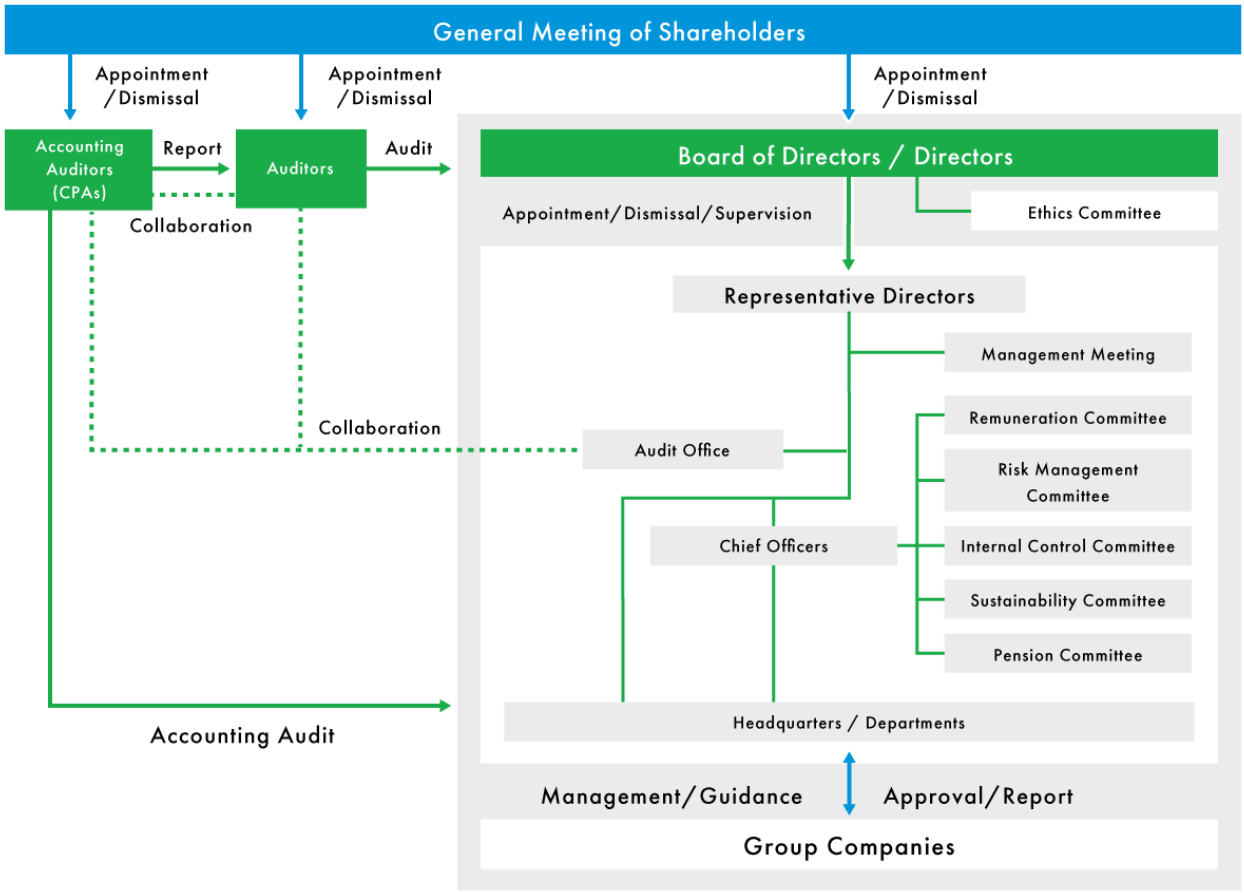
We do not associate at all with criminal elements and groups that threaten social order or safety.

FamilyMart Co., Ltd.
Representative Director and President　Tatsuo Odani

Corporate Governance

Our company employs an auditor system. The Board of Directors meets monthly, with six directors and three auditors in attendance, to make decisions on important business operations and to supervise their duties.
Furthermore, to strengthen rapid decision-making and business execution, we have adopted an executive officer system. Executive officers are appointed and assigned duties by resolution of the Board of Directors, and they execute their assigned tasks. In addition, we have established departments aimed at improving risk management systems and strengthening ethical and legal compliance systems, as well as specialized departments aimed at building internal controls and ensuring corporate governance.
As an internal audit department, we have established an audit office directly under Representative Director and President, which conducts internal audits on company-wide management issues from the perspectives of "efficiency in job execution," "risk management," and "compliance with laws and regulations." For accounting audits, we have entered into an audit agreement with Deloitte Touche Tohmatsu LLC and undergo audits under the Companies Act. The accounting auditor conducts audits of financial statements and other documents from the standpoint of an independent third party, and we receive reports of the audit results and exchange opinions.

Corporate Governance Structure



*As of May 2026

Basic Policy for the Establishment of Internal Control Systems

As of May 2026

1.Systems to ensure compliance of the execution of duties by Directors, Executive Officers, and employees with laws, regulations, and the Articles of Incorporation of the Company

(1) The Company shall, in principle, hold a Board of Directors meeting once a month and request reports from the Representative Director and other officers on the status of the execution of their duties. The Corporate Auditors shall audit the execution of duties by the Directors. In order to strengthen the audit function, the Company shall take measures to ensure the effectiveness of the Corporate Auditors' audits, and the Corporate Auditors shall audit whether or not the independence of the Accounting Auditors is maintained.

(2) The Company will establish specialized committees and departments, as well as appoint a risk and compliance officer and his/her assistant in each division, to ensure thorough compliance.

(3) The Company shall formulate the Compliance Rules. Directors, Executive Officers, and employees shall be required to comply with such rules.

(4) An Internal Reporting System shall be adopted and a point of contact for the provision of information shall be established internally and externally to promote the systems to rectify violations of compliance and prevent infringements. Furthermore, the Rules regarding Internal Reporting System shall prohibit any disadvantageous treatment against any person who engages in internal reporting on account of such report, and Directors, Executive Officers, and employees shall be required to comply with such rules.

(5) The Company shall formulate a policy within the Compliance Rules, addressing the prevention of engagement with antisocial forces. Furthermore, our company shall endeavor to properly deal with such antisocial forces as a unified organization by strengthening collaboration with external bodies, such as the police and lawyers, as well as with industrial organizations and local communities.

(6) The Company shall establish the Audit Office, reporting directly to the Representative Director and President. This office shall conduct regular audits to assess compliance with laws and regulations, adherence to the Articles of Incorporation and internal rules, and the appropriateness of procedures and content related to the execution of duties pertaining to the operation or business of the Company, as stipulated in the Audit Rules.

2.Rules and other systems regarding loss risk management

(1) The Company will establish specialized committees and departments, as well as appoint a risk and compliance officer and his/her assistant in each division to promote risk management.

(2) The Company shall establish regulations regarding risk management and identify, analyze, and evaluate the risks that each division of the Company may face. The Company shall then establish systems and methods, etc. for minimizing the impact, etc. of such risks and manage such risks appropriately.

(3) The Company shall implement a Business Continuity Plan (BCP), and disaster management business plan, to take emergency responsive measures to fulfill our mission to customers as convenient stores, even in the event of large-scale disasters and other emergencies.

3.Systems to ensure the appropriateness of financial reporting

The Company will establish Group Unified Accounting Regulations, Accounting Regulations, Internal Control Regulations for Financial Reporting and other regulations, appoint a CFO-Financial Accounting, and establish the necessary systems to comply with accounting standards and other related laws and regulations and ensure the accuracy and reliability of financial reporting on a consolidated basis. The Company will also regularly evaluate the status of establishment and operation of such systems and make improvements.

4.Systems to ensure efficient execution of the duties of Directors

(1) The Company shall maintain the Management Meeting as an advisory body for decision-making on the execution of important business affairs through rapid and careful deliberations. This body is presided over by the Representative Director and President.

(2) The Company shall adopt an executive officer system, with which the execution of business affairs can be made more efficient by delegating such execution to Executive Officers to the extent possible.

(3) To ensure the proper and efficient execution of duties, the Board of Directors shall determine the scope of job responsibility for each director and establish the Rules on Functional Authority and Operational Approvals to clarify the functional authority and responsibility, etc., of the respective Directors.

5.Systems to keep and manage information pertaining to the execution of duties by Directors

The Company shall establish and maintain its document-handling rules compliant with relevant laws and regulations with regard to the preparation, preservation, and management, etc., of information stated or recorded in important documents (including electronic media), such as minutes of important meetings, including those of the Board of Directors and the Management Meeting; approval documents; and authorized documents. Moreover, our company shall put in place a system to allow Directors, Corporate Auditors, and other concerned parties to inspect the above documents.

6.Systems to ensure the appropriateness of business operations conducted by the corporate group consisting of the Company, its parent company, and Group companies

(1) The Company shall provide Group companies with business administration and management guidance in accordance with the Management Rules regarding Associated Companies. In addition, our company shall dispatch Directors and Corporate Auditors as necessary to understand the management of the Company and strive to ensure the appropriateness of business operations based on the Basic Policy.

(2) The Company shall define guidelines for management control, among other aspects, in its Management Rules regarding Associated Companies. In principle, the rules shall outline matters necessitating prior approval or reporting to the Company for each Group company concerning significant management affairs. This will be tailored to the business nature, scale, listing status, and other pertinent factors of each Group company.

(3) The Company shall support Group companies in implementing and operating their internal control systems with regard to major internal control items while respecting their independence and control such operations when necessary. Our company shall also make Group companies formulate various rules depending on actual business conditions thereof for the purpose of establishing systems in accordance with such rules and provide education and training thereto so that internal control systems can be put in place across the entire Group.

(4) The audit departments of each Group company will work together with the Audit Office of the Company, and regular liaison meetings will be held between the Audit & Supervisory Board members of each Group company and the Audit & Supervisory Board members of the Company to exchange information, coordinate measures, etc., and to develop an internal control system for the Group.

(5) The Audit Office of the Company shall monitor and give advice regarding the establishment of appropriate internal controls at the Company and Group companies by conducting or controlling audits of Group companies.

(6) The Company shall maintain a relationship with its parent company that allows for coordination with full respect paid to the independence and autonomy of both parties. Frameworks for discussing with and reporting to the parent company with regard to important matters of the Company shall be put in place. Transactions with the parent company and its group companies shall be conducted in accordance with the relevant laws and regulations.

7.Matters regarding employees in cases in which a Corporate Auditor requests the Company to dispatch employees to support his or her duties

The Company shall appoint dedicated employees to assist in the execution of the Corporate Auditor's duties. A Corporate Auditor may give directions or orders to such employees in respect of matters required for audit duties.

8.Independence from Directors for employees who are to assist the Corporate Auditors in the execution of their duties and assurance of effectiveness of their instructions

Employees who assist the Corporate Auditors in the execution of their duties shall obey only the directions or orders given by the Corporate Auditor concerned in carrying out their duties and shall not take directions or orders from any Directors, Executive Officers, and/or other employees. With regard to the exercise of authority over personnel affairs of the employee in question, including personnel ratings, personnel changes, and disciplinary measures, the Company shall discuss with the Corporate Auditors in advance and shall exercise such authority only after the Company has obtained the consent of the Corporate Auditors.

9.Systems to help Directors and employees, etc., of the Company and Group companies report to the Corporate Auditors and other systems relating to reporting to the Corporate Auditors

(1) The Corporate Auditors of the Company shall attend the Board of Directors' meetings; attend other important meetings, such as those of the Management Meeting; receive explanations from Directors, Executive Officers, and employees; and examine associated materials.

(2) Directors, Executive Officers, and employees of the Company shall periodically report to the Corporate Auditors the results of internal audits, the status of the execution of the Internal Reporting System, information about transactions involving competitors, or self-dealing transactions, etc.

(3) When directors, executive officers and employees of the Company and directors, auditors and employees of each Group company discover facts that may cause significant damage or have a significant impact on the Company or each Group company, they shall promptly report them to the Company's auditors directly or through the responsible department. In addition, the auditors may request reports from the directors, etc. of the Company and each Group company at any time as necessary.

(4) In accordance with the Rules regarding Internal Reporting System, an individual who makes a report to the Corporate Auditors shall not receive any disadvantageous treatment due to the fact that he or she reported the issue. Directors, Executive Officers, and employees involved must abide by this rule.

10.Policies on prepayment or procedures for repayment of expenses incurred in executing duties as a Corporate Auditor and processing of expenses and liabilities incurred in executing duties as a Corporate Auditor

In the event that a corporate auditor requests for the prepayment of expenses or makes other such requests to the Company in connection with the execution of his or her duties, the Company shall promptly process the invoices for such expenses through the internal system unless the Company has proved that such expenses are not necessary for the execution of the duties of said Corporate Auditor.

11.Other systems to ensure effective audits by the Corporate Auditors

(1) The Corporate Auditors of the Company shall periodically meet with Representative Directors to receive reports on managerial issues, the various environments and risks surrounding the Company, and other subjects and to exchange opinions. Meanwhile, corporate auditors shall receive reports about the method and results of the accounting audit from the accounting auditors and reports about the internal audit from the Audit Office.

(2) Any Corporate Auditor may commission research or seek advice from independent outside experts if it is deemed necessary in connection with an audit.

Operational and Other Risks

As of May 2026

Among the matters related to business and financial operations, here are the main risks which the management recognizes as having the potential to make a major impact on the financial situation of the affiliated companies, operating performance, and cash flow. As it is difficult to reasonably predict the degree of possibility or time frame when these risks could become prominent, it is not written down. In order to address these risks, we have established a necessary risk management system and management methods as well as conducted risk monitoring and management; however, this does not necessarily mean that we will be able to avoid any and all risks. We also promote these activities in the Group companies.
Please note that this section includes matters concerning the future, but these matters are based on our company's judgment as of the end of March 2026.

(1) Risks Related to Economic Conditions

① Changes in Socioeconomic Activities

The Group’s business primarily consists of operating convenience stores in Japan and overseas. As such, the emergence of a competitive environment that transcends industry and business boundaries in Japan and in the countries or regions where we operate, as well as changes in economic conditions characterized by concerns about declining consumer confidence due to inflation, may impact our financial situation and business performance in the future.

② Interest rates, exchange rates, rising resource prices, etc.

Our group provides a wide variety of products and services as a primary infrastructure for daily life in our main business, the convenience store business. Future increases in interest rates, exchange rate fluctuations, and persistent increases in energy and raw material prices due to unstable international conditions may lead to increases in product procurement costs, logistics costs, and labor costs, which could affect our group's financial condition and operating results in the future.

Our group aims for sustainable growth by strengthening the foundation of our CVS business and developing new businesses that leverage that foundation.

(2) Risks Related to Natural Disasters

Risk related to natural disasters such as large-scale earthquakes, tsunami, typhoons, and flooding is going up every year, and it is anticipated to continue in the mid- and long-term as well as the expansion of their scale. In the event that these large-scale natural disasters, accidents, fires, terrorism, wars, or the spread of infectious diseases such as COVID-19 occur in Japan and overseas where we operate our businesses, these issues may impact our financial situation and business performance in the future.

We have established Business Continuity Planning (BCP) in case of large-scale disasters and pandemics, introduced a safety confirmation system, and taken measures such as disaster drills. The Group companies have also individually put various measures in place. Based on the Basic Act on Disaster Management, we have established a disaster management operations plan as a nationally designated public facility. We have created systems in the event of disasters such as disaster prevention measures and disaster emergency measures so that we can cooperate with related organizations to appropriately and immediately execute disaster management at the time of disasters.
However, in the event of natural disasters and pandemics, the Group may not be able to completely avoid such damage, which may impact our financial situation and business performance in the future.

(3)Risks Related to Franchising

The Group has adopted the franchise system in the convenience store business, one of its principal businesses, and provides "FamilyMart System," which the Company has developed and owns, to franchisees. The franchisees and the Group are in the relationship of coexistence and co-prosperity, and we aim to provide convenience to customers each day while we grow and prosper together.
In the franchise system, it is imperative that the Group and franchisees have mutual trust and cooperation. In the event that the trust between the Group and franchisees is damaged or many of the franchise contracts result in termination due to difficulties in franchisees continuing businesses from profitability deteriorating because of a slowdown in personal consumption or a sharp rise in labor, rent, and/or utility costs, these issues may impact our financial situation and business performance in the future.
We will build strong relationships with our franchisees by actively communicating with them, providing information, and offering various support in terms of finance and operations for their store management.

(4) Risks Related to Food Safety

In our mainstay convenience store business, the Group principally sells foods to consumers. In addition, other than foods, the Group also offers products for consumers' life such as clothes and daily necessities. In the event that a severe product-related accident including food poisoning, product tampering, mislabeling, or recall occurs, these issues may impact our financial situation and business performance in the future.
The Group ensures the safety and security of the food and other products it offers throughout the supply chain, working with our suppliers to maintain a system of consistent quality control from manufacturing through to sales.

(5) Risks Related to Laws and Regulations

Our group operates both domestically and internationally, and is subject to the Companies Act, tax laws, labor standards laws (including other laws and regulations related to labor management), antitrust laws, importation laws, other food-related laws and regulations, and environmental laws and regulations, as well as administrative permits and licenses. Our group recognizes legal compliance as an extremely important corporate responsibility and is strengthening its compliance system to ensure thorough adherence to laws and regulations.

However, even if such measures are taken, the Group may not be able to avoid compliance-related risks or the risk that its social credibility may be damaged, including personal misconduct of an officer or employee.

In addition, we cannot deny the possibility of unforeseen enactment, amendment, or repeal of laws and regulations by domestic and foreign administrative, judicial, and regulatory authorities, or the possibility of significant changes in various regulations along with drastic changes in social and economic environments. In the event that these happen, these issues may impact our financial situation and business performance in the future.

As of the present time, there has not been any lawsuits raised that have a huge impact on our financial situation and business performance. However, in the event that the Group's business activities or other activities have become a target for major lawsuits, these issues may impact our financial situation and business performance in the future.

(6) Risks Related to Human Rights, the Environment, and Society

The Group has established FamilyMart's Human Rights Policy as its basic policy on respect for human rights. We recognize that our activities, as well as those of our business partners, including our supply chain and affiliates, may impact the human rights of our stakeholders. This includes our customers and their local communities. We ensure that our business partners and their associates understand and follow this policy. We also actively work on managing risks, including through extensive sustainability surveys and audits.

However, in the unexpected event that the Group or a business partner experiences a human rights issue, there may be risk of the Group losing credibility or becoming subject to compensation liability. Consequently, these issues may impact our financial situation and business performance.

The Group considers the resolution of global environmental and social challenges to be key management issues. To that end, we have established a Basic Sustainability Policy that aims to contribute to helping solve various social and environmental issues needed to achieve a sustainable society. As such, we formulated "Famima Eco Vision 2050," which outlines our medium- to long-term objectives for 2030 and 2050. We have also established a Sustainability Committee to address a wide range of climate-related risks and opportunities. Its responsibilities include monitoring trends regarding natural disasters and laws and regulations, and developing response plans related to them; setting climate-related targets and plans for implementation; conducting evaluations; and managing progress.

We also recognize biodiversity as a key theme. As such, we analyze the potential impact of nature-related risks and opportunities on our business and performance and possible countermeasures, and then disclose the findings in line with recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD).

However, even with these measures, in the event that an environment or social issue such as environmental pollution occurs due to the Group's activities, the results may lead to delay and suspension of businesses, cost incurring for measures, lowering of public esteem, and may impact our financial situation and business performance in the future.

(7) Risks Related to the Handling of Personal Information

In the course of our business operation, the Group collects and maintains personal information including information on customers. In the event that an accident related to the leak of personal information, these issues may impact our financial situation and business performance in the future.
To prevent unauthorized access to personal information and leakage of personal information among others, the Group takes organizational, personnel, physical and technical safety control measures that are generally considered highly reliable, and exercises necessary and appropriate supervision over employees handling personal information. We as well as our four subsidiaries have obtained the PrivacyMark certification by Japan Institute for Promotion of Digital Economy and Community (JIPDEC).

(8) Risks Related to Information Systems and Information Security

The Group has built an information system among the Group, business partners and stores. If a failure of this information system, an abuse of the system or similar improper act causes a situation that disturbs execution of operations, etc., the Group's execution of the businesses, operating results, financial conditions and others may be affected. The Group has established security measures for the information system.
In order to conduct multi-layered monitoring of the development plan, development processes, and quality, as well as improve the design quality and testing comprehensiveness, the Group supervises the vendors and vice versa, having established an integrated development framework and promoting projects. We have also set the code of conduct related to the handling of information so that our employees can recognize that achieving a high information security level is an important matter. We have continued to work on maintaining the IT environment with cyber security risk in mind, enhancing technical security measures, and setting up thorough measures for risk management to secure the safety of the information system operations.
However, even with these measures in place, we cannot entirely avoid the risk of incidents such as leaks of confidential information and personal information due to unexpected external illegal access or breach by computer viruses, or suspension of the information system due to a failure of equipment and trouble on communication lines. Depending on the scale of the damage, these issues may gravely impact our financial situation and business performance in the future.

(9) Risks Related to Human Resources

Japan as a society is currently facing a reduced labor force due to an aging society with fewer children. Because our main business is operating convenience stores, any disruption to our business activities due to the reduced labor force, increased operating costs due to higher staffing costs, and labor shortages in the supply chain, our financial situation and business performance may be affected in the future.
At our company, we are actively working to streamline store operations, reduce manpower, and improve the efficiency of logistics and delivery by utilizing AI and robots. However, when using AI, we have clearly defined rules and guidelines to prevent information leaks and infringement of rights, and we are promoting its use only after thoroughly educating the entire company.

(10) Risks Related to Asset Impairment

The Group holds a large amount of fixed assets, including tangible fixed assets, right-of-use assets, and goodwill related to stores. We also hold investment securities. Impairment losses on these fixed assets and investment securities have been recognized as necessary at this point in time. In the event that the profitability of stores or investments declines significantly due to unexpected deterioration in economic conditions or poor performance, and the book value of these assets is no longer recoverable, a new impairment loss will be recorded, potentially impacting our financial situation and business performance in the future.
We strive to reduce such risks by making decisions on store openings based on established criteria and by regularly monitoring store profitability, as well as the financial and business position of investees.

(11) Risks Related to Reputation

The Group has established a Risk and Compliance Committee with the aim of creating a risk management framework and strengthening our ethics and legal compliance system. The committee deliberates and takes action on issues related to risk management and compliance in terms of business risks and opportunities.
We have also formulated a Basic Policy on Ethics and Compliance that all officers and employees are required to comply with. We also hold regular compliance trainings. Furthermore, we provide regular trainings for our affiliates, as well as various relevant manuals.
However, even with such measures in place, inappropriate conduct by some customers, franchisees, officers and employees of our group, or business partners, or problems such as quality defects or accidents with products and services sold by our group, could occur. This could lead to a decline in our group's brand value through dissemination on social media and in the mass media, or reputational damage, potentially resulting in poor sales and impacting our group's financial condition and operating results.

Related links

- Corporate Governance
- Compliance

Compliance

As of May 2026

We have established the Risk Management and Compliance Committee, with the objectives of improving our risk management system and strengthening our ethical and legal compliance system, as well as the Sustainability Committee, to report on social and environmental initiatives and deliberate on issues.
Both committees are deliberating and addressing issues related to risk management, compliance, and social and environmental aspects from the perspective of opportunities and risks to the business. Furthermore, within our group,“Basic Ethics and Legal Compliance Policy”We have established "Compliance Regulations" and other similar rules, and require all directors, executive officers, and employees to abide by these regulations. In the event of any conduct that violates these regulations, we have established a "Internal Information Provision System" which includes a hotline desk and a dedicated helpline for business partners, allowing for consultation and reporting both internally and externally. With the slogan "Don't do it, don't let it happen, don't overlook it," we not only correct any compliance violations that occur within our own organization, but also aim to prevent them from happening at all.

Number of operations using the hotline desk and dedicated helpline for business partners (FY2025)

Suspicion of fraud, illegality, or violation of rules	5
Consultation regarding employment contracts, work, working hours, etc.	8
Product and quality consultation	1
Advice regarding the work environment, behavior, and suspected harassment	79
others	1
Total number	94

Ensuring Tax Transparency

In order to fulfill tax return and tax payment obligations, we comply with the “FamilyMart Group Tax Regulations,” which specifies the FamilyMart Group’s basic stance and code of conduct regarding taxation. This includes preventing tax avoidance, maintaining an open and transparent relationship with tax authorities, filing accurate tax returns, and making proper tax payment. We comply with tax treaties, tax laws, and its spirit of all countries/regions in which we do business. In addition, we ensure tax transparency by disclosing tax payment information in a timely and appropriate manner to all stakeholders through annual securities reports and cooperatively providing information to tax authorities.

Related links

›Corporate Governance
›Operational and Other Risks

Joint growth of franchisees and headquarters

FamilyMart 's franchise system

FamilyMart 's convenience store business is run through a franchise system. FamilyMart Headquarters (hereinafter referred to as Headquarters) cooperates with franchisees to provide easy-to-use and convenient products and services to customers, thereby improving their convenience, and is running its business with the aim of contributing to the future of local communities and the earth through environmentally friendly initiatives.
Before the store opening, you will attend store manager training provided by headquarters, so that you can be fully prepared for the opening day with peace of mind. Even after the store opens, a supervisor from headquarters will visit the store regularly to provide support for the success of the business, such as consulting on business plans and product introductions.

▶ Recruiting franchisees(JP)

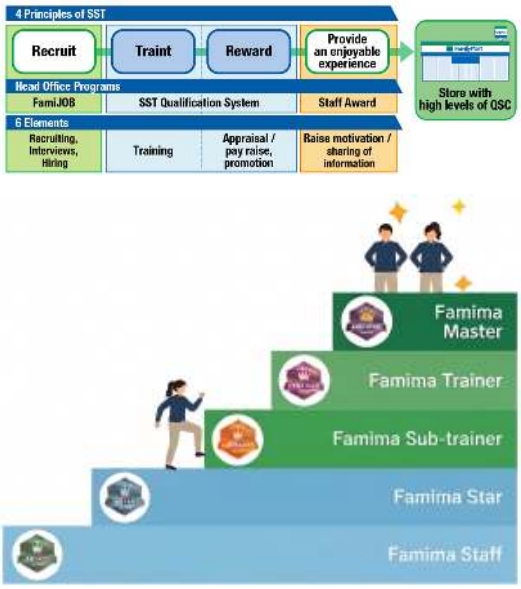
Support for training store staff

For FamilyMart to fulfill its responsibilities to society and maximize its value, the efforts of each and every store staff member who has direct contact with customers are essential. By establishing a human resources development system to ensure that store staff have a sense of pride in their work, we are strengthening the organizational structure within the store and improving store management capabilities.
Furthermore, to become a convenience store that customers choose, we must improve what customers consider to be quality, that is, "product quality" and "store quality." Store staff, who are responsible for "store quality," work daily with the primary goal of "improving QSC* level."

*QSC: The basics of store development: "Q: Quality", "S: Service", "C: Cleanliness"

Store staff training system

FamilyMart operates approximately 16,300 stores nationwide, employing approximately 210,000 store staff. These store staff, who interact with customers daily and are involved in creating sales floors, cleaning, and store operations, are indispensable personnel working on the front lines of the store. To increase the motivation of these store staff and ensure they feel fulfilled in their work, FamilyMart supports their growth in a gradual and efficient manner through its unique human resource development system, the Store Staff Total System (SST), which incorporates a qualification system. FamilyMart SST fosters store staff's independence and sense of responsibility, and promotes skill improvement and self-development through level-specific training.



▶ Click here for details about the Store Staff Total System(JP)

Member Store Mutual Aid Association

The Franchise Store Mutual Aid Association is made up of all franchise owners as members, and its purpose is for members to help and support each other. We provide a variety of support to enhance the welfare of members, their families, and store employees, and to help each other out when they are in trouble.

We have a group insurance program available to all members at low premiums (including medical insurance, accident insurance, death benefit, and plans to help you save for life in retirement).

In addition, we offer various support services to our paying members to make their daily lives more fulfilling and secure. We offer welfare services such as a disaster relief payment system to provide strong support in the event of a disaster, a health checkup support service to fully support maintaining health, and discounts and preferential treatment at affiliated facilities.

Respect for human rights

FamilyMart 's corporate message, "FamilyMart, Where You Are One of the Family" expresses our desire to "connect with everyone involved with FamilyMart like family and move forward together," and so connections between people are essential in our business activities. We believe that respecting human rights is not only a way to realize our basic philosophy, but also a social responsibility that is essential as the foundation for supporting sustainable growth.

Establishment of human rights policy

FamilyMart endorses the ten principles of endorsing the ten principles of the UN Global Compact, including its principles on human rights, and complying with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, the company respects the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We respect the International Bill of Human Rights and ILO Declaration on Fundamental Principles and Rights at Work. Recognizing the importance of "respect for human rights" as a universal value both in Japan and abroad, we established the FamilyMart Human Rights Policy in October 2020 to demonstrate our stance on human rights as a responsible company. As a basic policy on respect for human rights, this policy expresses our commitment to respect and protect human rights in all aspects of our corporate activities. In formulating the policy, the Sustainability Promotion Department played a central role in preparing a draft by sorting out what human rights issues exist throughout our business activities for all supply chains surrounding FamilyMart, and receiving advice from experts to confirm its appropriateness. The draft was then reviewed by the Sustainability Committee and approved by the Management Committee and Board of Directors.

▶ Human Rights Policy



Promotion Structure

Based on the organizational structure of the Sustainability Committee, under the supervision of its chairperson (the CMO*), the Sustainability Promotion Department, which serves as the secretariat, coordinates with each department, shares information, and monitors the progress and implementation of initiatives based on this policy.
Reviews, reports, and proposals are discussed at the Sustainability Committee, which meets twice a year, and the results are reported to the Board of Directors.

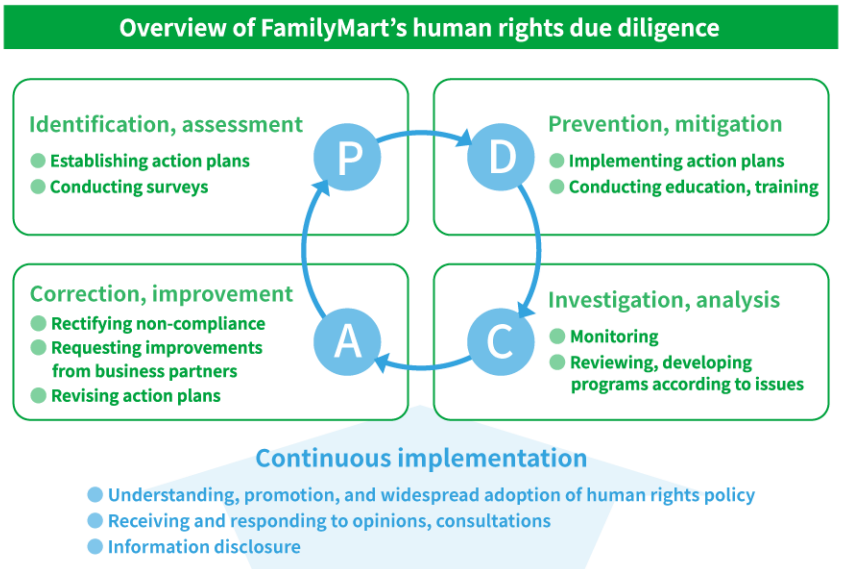
*CMO: Chief Marketing Officer

▶ Sustainability Promotion Structure

Human Rights Due Diligence

Human rights due diligence refers to ongoing activities to address adverse human rights impacts.
FamilyMart has established an appropriate system based on the United Nations Guiding Principles on Business and Human Rights. In response to the adverse impact of our business activities on human rights, we value dialogue with stakeholders and implement measures to identify and evaluate issues (P), prevent and mitigate (D), investigate and analyze (C), and correct and improve (A).
We will review our human rights due diligence as appropriate in response to changes in society, incidents occurring inside and outside the company, and when implementing new business ventures.

PDF Human Rights Due Diligence Report



Anticipated risks and challenges in FamilyMart 's business activities

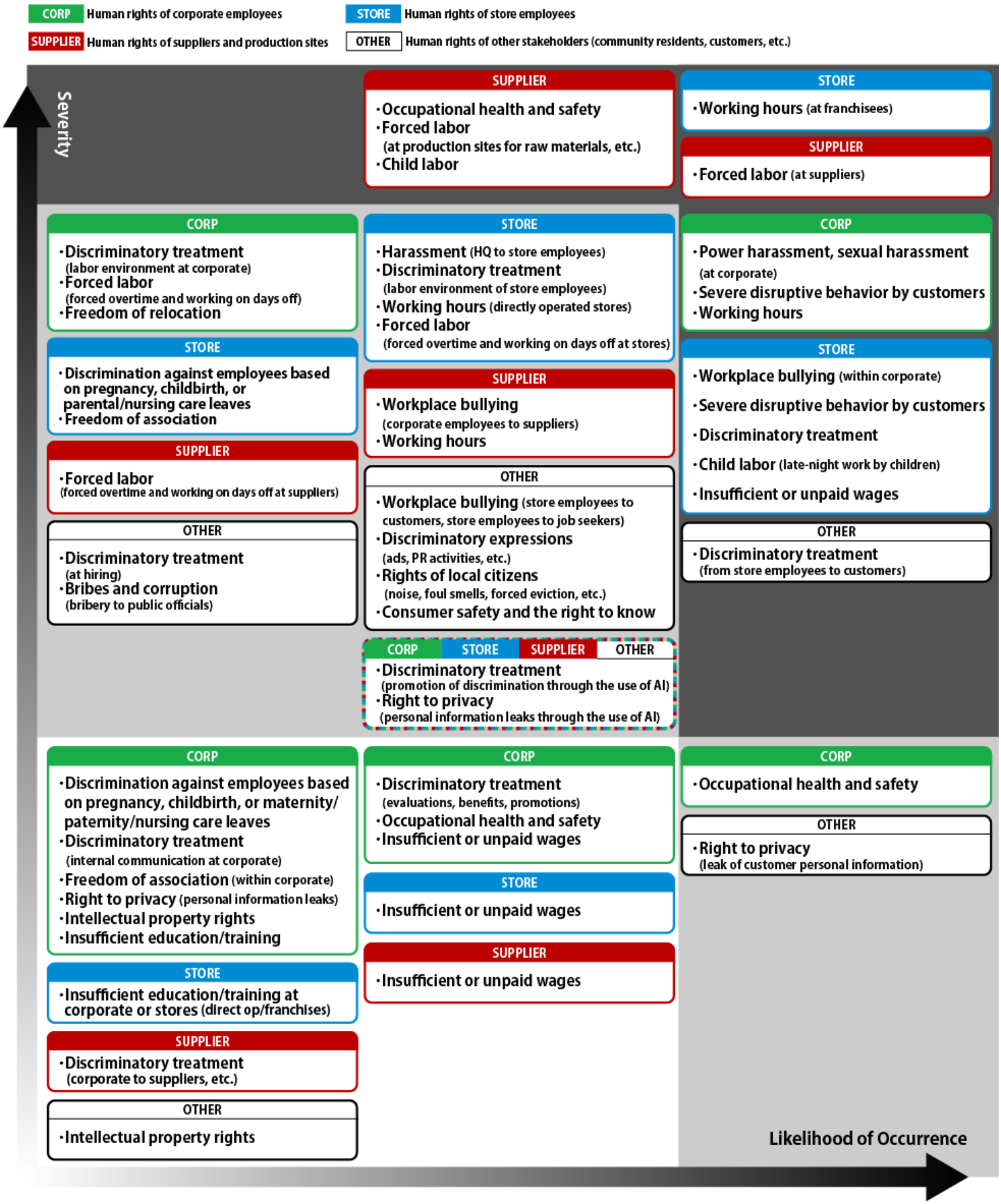
While receiving advice from external experts, we will anticipate possible human rights risks that may arise in our business activities, and reflect these in our human rights due diligence plans, taking into account their frequency and severity.

Human Rights Impact Assessment

We have extracted relevant human rights risks based on advice from external experts, our own business activities, and feedback received at our consultation desk, etc. We have created a risk map based on the parties involved, frequency of occurrence, and severity.



Results of the importance assessment of human rights risks



*Severity (impact level)
Scale: The extent to which human rights violations affect life and health
Scope: The predictability of the impact of human rights violations and whether they are geographically limited
Degree of difficulty of remediation: Determined based on the possibility of remediation if a human rights violation occurs

Grievance Mechanism

FamilyMart has set up multiple hotlines both inside and outside the company where all employees and business partners can seek advice or report any issues at any time, and these hotlines are used to receive feedback, including on human rights issues.
When a consultation is made, the contents of the report will of course be kept confidential, and we have also established rules prohibiting any unfavorable treatment or retaliatory measures against the informant. In order to protect the informant, the relevant departments will work to confirm the facts, correct the matter, and prevent recurrence, thereby preventing acts that constitute human rights violations and establishing a system for correcting such acts when they do occur.
In addition, taking advantage of the enforcement of the Revised Whistleblower Protection Act in June 2022, we have revised the "Regulations on the Internal Information Reporting System (Hotline)" for FamilyMart employees by adding items such as "expanding the scope of the system to include directly managed store staff" and "prohibited actions against informants, etc." to make the system more comfortable for informants to report.
Any incidents that could potentially lead to serious infringements are reported to management through the Risk Management and Compliance Committee, and countermeasures are implemented to ensure a swift resolution.
In fiscal year 2024, 87 cases were reported, including cases not related to human rights.

▶ Compliance

For FamilyMart employees

- **In-house consultation desk:** Hotline Desk (internal information reporting system), power harassment consultation desk, sexual harassment consultation desk
- **External hotline:** Group employee hotline, hotline/external desk, SOGI/LGBT hotline

For customers and business partners

Customer Service Center (internal contact point), Affiliated Store Service Center (internal contact point), Business Partner Helpline (external contact point)

Promoting understanding among employees

With the aim of ensuring that all FamilyMart employees conduct their business activities in accordance with the FamilyMart Human Rights Policy, FamilyMart provides opportunities for education and deepening of understanding regarding human rights and the risks and issues that exist in business activities.

Training for directors and employees

We provide education on human rights to all directors and employees through videos and lectures by external lecturers. We also incorporate human rights into e-learning materials on other themes, such as the SDGs, as a related topic.
In fiscal 2023, we held a lecture on "Business and Human Rights" for all employees. In addition, the textbooks and other related learning materials are posted on a learning system that all employees can access at any time. The implementation rate in fiscal 2023 was 100%.

Training Themes	Main Contents	held	Implementation rate	Director	Employee	(For managers)
About "Business and Human Rights"	・Basic knowledge on "business and human rights" - Cases of human rights violations closely related to our company	From FY2022	100%	●	●	
"Case Study Session: Store Management and Human Rights"	・Human rights risks associated with store operations *Training for sales managers	FY2022	100%	●	●	
Making the most of diversity	About DE&I ・Diversity management practice	From FY2022				●
Aiming to create a convenience store that is easy for everyone to use (universal service)	・Learn the perspectives and ways of thinking necessary to aim for "convenience stores that are easy for everyone to use" ・Raise awareness of how a universal perspective leads to corporate growth	FY2023	100%	●	●	
About "unconscious bias"	・Lifestyles and values in the post-COVID era - Biased thinking such as "preconceptions" and "prejudices"	FY2024	100% for management			
Towards building a sustainable society What we should be aware of now	The background and effects of companies' commitment to sustainability • The importance of respecting human rights	FY2025	100% for management	●		

Training sessions for specific departments

We hold practical training sessions by external experts for departments that have close ties to each of our human rights risks and issues, such as human rights awareness and product labeling.

Incorporating it into management training

We also incorporate this into our managerial training to provide accurate knowledge about human rights and to recognize and reduce the risks of human rights violations, such as various forms of "harassment." By making managers aware of the points they should be mindful of in their daily communications, this will lead to them taking the initiative in their actions and reflecting them in their work.

Initiatives with Stakeholders

We are working to prevent and reduce human rights risks throughout our entire supply chain by making our stakeholders aware of the FamilyMart Human Rights Policy and encouraging our business partners to understand and support the policy in various ways.

Together with our franchisees

FamilyMart has formulated a policy against customer harassment.

To maintain a safe working environment for store staff, we established a "Basic Policy on Customer Harassment" in 2024. This policy clearly defines the types of behavior that constitute harassment (verbal abuse, threats, excessive demands, demands for apologies without reasonable cause, etc.) and outlines our firm stance as an organization against serious incidents. As part of our efforts to raise awareness and educate both staff and the public, this policy is widely available on our website and is promoted through posters displayed in stores to encourage customer understanding and cooperation. Furthermore, we have developed and distributed a "Response Manual" to all stores nationwide, outlining initial responses and reporting routes based on specific cases, to ensure that staff are not isolated and that a comprehensive support and response system is in place.



Creating store tools

We conduct various awareness campaigns regarding points to note in store operations, risks that may constitute human rights violations, and how to address them. Furthermore, in light of the increasing number of foreign staff members, we are developing and utilizing tools such as employment contracts and manuals in languages other than Japanese (English, Chinese, Vietnamese, Nepali, etc.).



Store staff training tool "Welcome Book" Chinese version

Initiatives for franchisees

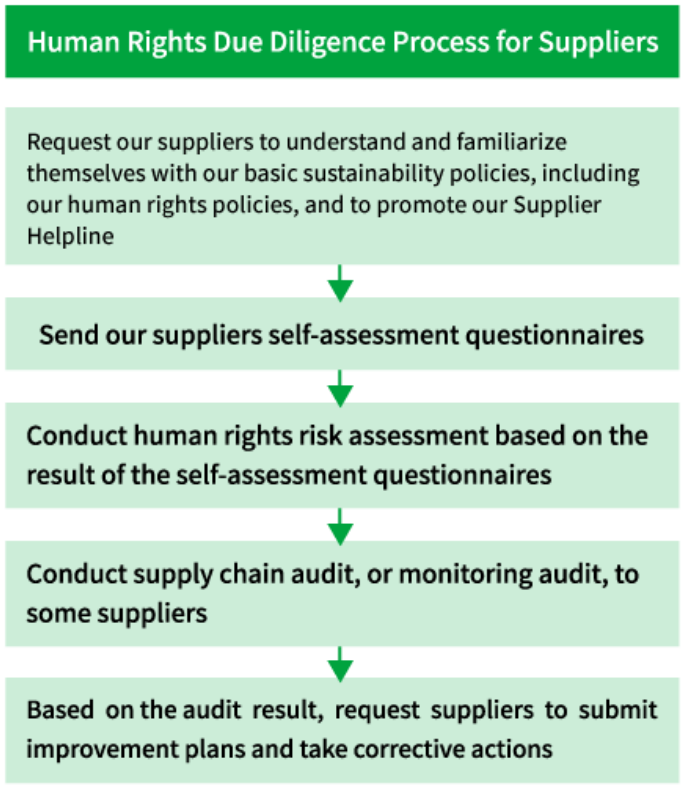
We raise awareness by distributing information on the "Affiliate Store Portal Site," which can also be accessed from stores' store computers, such as basic knowledge about human rights and examples of human rights violations that may occur in stores.

Incorporating it into training programs for store managers

In training for new store managers and multiple store franchisees, we provide training on the importance of operating a store with consideration for human rights, information on the FamilyMart Human Rights Policy, and case studies related to stores.

Together with our business partners

FamilyMart regularly notifies employees of its sustainability policies, including its human rights policy, and provides opportunities for employees to deepen their awareness of respect for human rights, such as by holding information-sharing sessions with external experts. We also conduct surveys and monitoring audits to check the status of our efforts to respect human rights. Furthermore, we conduct supply chain audits, including the operating status of daily manufacturers (contract manufacturers of ready-to-eat meals), which produce our original ready-to-eat products, and work with Japan Food Supply (JFS), a group company of ITOCHU Corporation, to conduct in-depth audits of manufacturers from whom we procure raw materials.



Self-check questionnaire and audit implementation

Starting in fiscal 2020, we will conduct surveys on human rights issues targeting business partners, subsidiaries, etc. Going forward, we will continue to conduct the surveys by assessing the results and issues that arise, expanding the scope of participants and improving the content.

Self-check questionnaire		
FY2023	FY2024	FY2025
145 companies	208 companies	177 companies

Monitoring Audit		
FY2023	FY2024	FY2025
22 companies	25 companies	20 companies

Creation and sharing of a human rights checklist tool, "Checklist for protecting human rights"

We have received an increasing number of requests from business partners to share information regarding education and communication with foreign employees and foreign technical intern trainees. In response to this, we have created a tool for human rights issues, "Checklist for Human Rights Protection," supervised by external experts, and distributed it to some of our business partners.

Working with NGOs and NPOs

We collaborate with the NGOs and NPOs that receive donations from our in-store fundraising campaign, “FamilyMart Connecting Dreams Foundation Donation,” and regularly carry out various initiatives that promote respect for children’s human rights.

Examples of initiatives

- **Supporting Children's Cafeteria Activities "FamilyMart Connecting and Connecting Children's Cafeteria Support Project"**
  (Musubie, a certified NPO, National Children's Cafeteria Support Center / 2021~)
- **Providing "Children's Food Support Boxes" to improve the food situation for children**
  (Save the Children Japan, Public Interest Incorporated Association / 2020~)
- **Holding a joint class on the theme of SDGs**
  (Save the Children Japan / 2021-2023)
- **Supporting the growth of children around the world through school lunch support and food aid in emergencies**
  (NPO Japan Association for the World Food Programme / 2006-present)

▶ FamilyMart Connecting Dreams Foundation Donation Initiative

Supporting the initiative

Ministry of Justice "My Human Rights Declaration"

As a company that acts in a way that respects human rights, we have made the "My Human Rights Declaration" promoted by the Ministry of Justice, and in 2023 we were introduced as a company taking a leading role on the Ministry of Justice's special website, which publishes various initiatives that are considerate of sexual minorities. We are working to realize a society in which everyone respects human rights.

▶ My Human Rights Declaration | Human Rights Library

▶ My Humanity Declaration: Sexual Minorities

"Business for Marriage Equality"

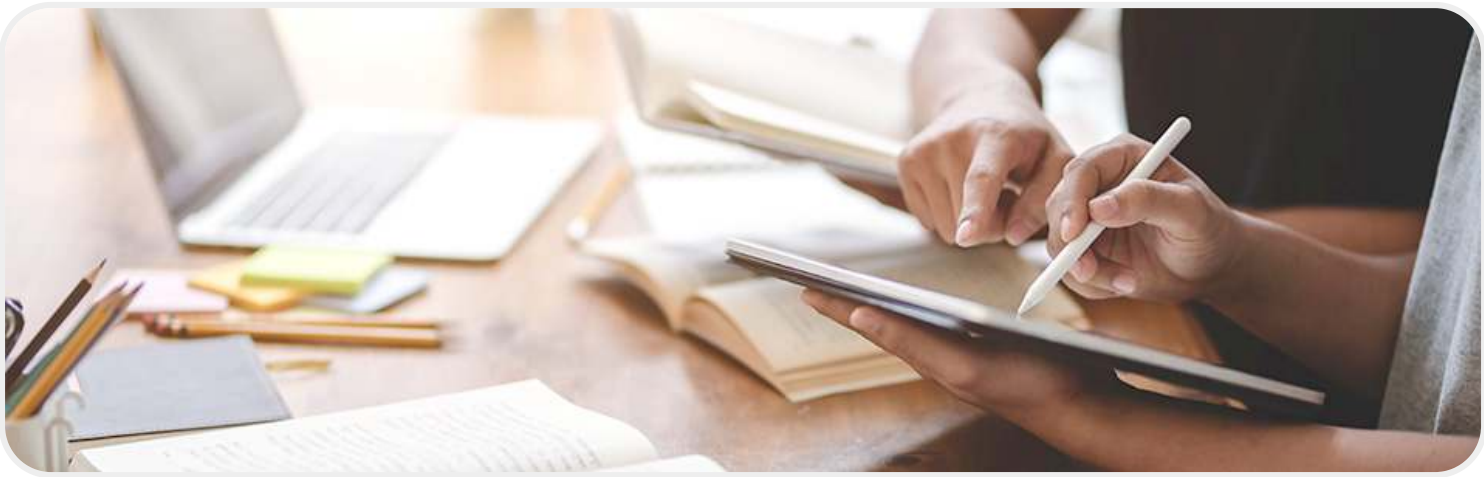
▶ Click here for the "BME" homepage.

United Nations Global Compact Signatory

▶ **Supporting the initiative**

Sustainability Library

Sustainability Library



ESG Data ▸

Editorial Policy ▸

Download the report ▸

GRI Content Index ▸

ESG Data

Environmental aspects

Environmental Management and Compliance

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
ISO14001 Certification Acquisition Rate	%	100	100	100	
Costs of environmental fines and penalties	Yen	0	0	0	
Violation of environmental laws	cases	0	0	0	

Climate Change

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Supply chain GHG (CO2) emissions	t-CO2	6,952,213	7,163,388	6,740,041	Ministry of the Environment, Ministry of Economy, Trade and Industry"Through the supply chain"In calculating greenhouse gas emissionsBasic Guidelines Regarding [Subject] Ver2.8Calculated based on
Scope 1	t-CO2	59,022	80,006	59,806	
Scope 2	t-CO2	983,749	971,209	925,436	Calculated based on market standards
Scope 3 Emissions by Category	t-CO2	5,909,442	6,112,173	5,754,799	Numbers indicate categories
1. Purchased products and services		4,983,817	5,181,539	4,854,600	
2. Capital goods		178,684	158,615	218,177	
3. Not included in Scope 1 or 2 Fuel and Energy Related Activities		154,774	153,950	150,363	
4. Transportation and distribution (upstream)		153,365	160,055	154,032	
5. Waste generated from business		156,264	153,249	140,066	
6. Business Trips		1,961	2,460	2,362	
7. Employee commuting		1,513	1,427	1,271	
8. Leased assets (upstream)		-	-	-	
9. Transportation and distribution (downstream)		-	-	-	
10. Processing of sold products		-	-	-	

11. Use of sold products		418	402	379	
12. Disposal of sold products		3,604	3,016	2,820	
13. Leased assets (downstream)		47,392	46,163	35,624	
14. Franchise		-	-	-	
15. Investment		227,650	251,297	195,104	
others		-	-	-	
GHG (CO2) emissions intensity	t/million yen	0.3397	0.3464	0.3202	Scope 1 and 2 added togetherCO2 emissions per sales unit
Scope 1 GHG Breakdown	CO2	4,745	4,276	4,038	
	CFCs	54,277	75,730	55,768	
CO2 emissions per store	t-CO2	62.4	62.4	59.3	

Waste and Recycling

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Leakage and discharge of waste liquid	t	0	0	0	
Hazardous waste emissions	t	0	0	0	
Amount of waste generated daily from stores	t	257,209	251,161	237,249	
Amount of non-recyclable waste	t	104,719	102,205	92,881	
Food waste volume	t	52,656	51,246	49,973	
Food recycling stores	stores	3,377	3,435	3,514	
Food recycling rate	%	67.8	70.5	71.4	
Plastic bag refusal rate	%	76.7	78.5	79.0	

Water

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Groundwater withdrawal	KL	96,983	99,498	114,593	Scope:Clear Water Tsunan Co., Ltd.
Drinking water sold out of water withdrawal	KL	33,624	35,315	34,681	
Discharge into rivers	KL	63,269	64,183	79,912	

Supply chain

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of companies responding to SAQ regarding CSR procurement	companies	145	208	177	CSR Procurement: Environment, human rights, labor,Social Responsibility Regarding Anti-Corruption, etc.
Number of supply chain audited factories	companies	22	25	20	CSR Procurement Auditors

Social Aspects

Employee※

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of employees (non-consolidated)	people	5,815	5,574	5,116	The number of employees is divided into full-time employees, contract employees,Includes associates and employees seconded from outside the company. Employees seconded to other companies, temporary employees,Does not include part-time or temporary workers
Men	people	4,527	4,325	4,012	
Women	people	1,288	1,249	1,154	
Ratio of women	%	22.1	22.4	22.3	
Number of employees (consolidated)	people	7,660	6,904	-	Employees seconded to other companies, temporary employees,Does not include part-time or temporary workers
Average age	years old	42.0	42.5	43.0	The average age is as follows: Full-time employees, contract employees,Associates and employees seconded from outside the company are included.
Men	years old	42.9	43.4	44.1	
Women	years old	39.0	39.3	39.1	
Length of service	year	12.4	13.4	14.8	
Men	year	13.7	14.8	16.2	

Women	year	7.7	8.6	9.6	
Number of temporary employees (non-consolidated)	people	3,437	2,785	2,190	
Men	people	1,490	1,192	914	
Women	people	1,947	1,593	1,276	
Ratio of temporary employees	%	37.1	33.3	29.8	
Number of foreign employees	people	128	128	118	
Men	people	58	58	52	
Women	people	70	70	66	
Number of people re-employed after retirement (60 years old and over)	people	148	144	181	
Ratio	%	2.5	2.6	3.5	
Number of new graduates hired	people	110	108	80	
Men	people	52	66	34	
Women	people	58	42	46	
Ratio of women	%	52.7	38.9	57.5	
Number of mid-career hires	people	65	31	16	
Men	people	54	23	7	
Women	people	11	8	9	
Ratio of women	%	16.9	25.8	56.3	
Number of employees leaving the company	people	154	162	173	Limited full-time employees, contract employees,Does not include part-time or part-time workers
Men	people	104	110	127	
Women	people	50	52	46	
Turnover rate	%	3.1	3.4	3.7	
Number of managers	people	619	658	642	Full-time employee, contract employee, external employeeIncludes employees on loan. Employees seconded to other companies, temporary employees,Does not include part-time or temporary workers
Men	people	593	628	611	
Women	people	26	30	31	

Ratio of women	%	4.2	4.6	4.8	

Diversity and work style reform

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of people with disabilities	people	156	205	193	Breakdown for fiscal year 2025 (as of June 1, 2025) Physical disabilities: 34.7% Mental disabilities: 37.3% Intellectual disabilities : 28.0% From fiscal year 2024 onwards, this will include staff at directly managed stores.
Employment rate of people with disabilities	%	2.87	3.19	3.30	From fiscal year 2024 onwards, this includes staff at directly managed stores.
Number of people taking childcare leave	people	70	77	90	
Men	people	30	39	52	
Women	people	40	38	38	
Childcare leave acquisition rate	%	49.0	55.4	67.2	Denominator: Total number of employees whose children were born in the fiscal year.
Men	%	29.1	38.6	54.2	
Women	%	100	100	100	
Rate of returning to work after childcare leave	%	100	91.2	95.1	
Men	%	100	100	98.4	
Women	%	100	81.3	89.5	
Number of people taking childcare leave	people	527	553	510	Total of "Sukusuku Leave" (men and women) and "Leave for Spouse's Childbirth" (men). *"Sukusuku Leave": 5 days of paid childcare leave available annually until the child completes the first grade of elementary school.
Men	people	420	425	383	
Women	people	107	128	127	
Number of people taking nursing care leave	people	2	5	1	
Men	people	1	3	1	
Women	people	1	2	0	

Paid leave acquisition rate	%	65.2	64.7	64.3	
Total annual working hours	hours	2,025	2,019	1,969	
Average monthly overtime hours per person	hours	20.2	21.5	20.2	

Health and Safety

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of Work-Related Fatalities	people	0	0	0	
Occupational Accident Mortality Rate	%	0	0	0	
Work accident severity rate	-	0.014	0.019	0.021	
Number of work-related accidents	cases	21	18	11	
Occupational Accident Frequency Rate	-	0.98	0.98	0.70	
Number of employees taking leave due to mental health issues	people	52	58	34	
Regular health check-up attendance rate	%	100	100	100	
Smoking rate	%	28.9	28.4	27.5	

Human Resource Development and Treatment

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of qualified dementia supporters	people	4,119	3,946	3,834	
Training hours per person	hours	17.5	20.4	19.5	
Average annual salary	Yen	6,773,067	7,303,029	7,863,688	

Gender wage gap

All workers	%	68.3	69.5	69.6	The number includes components such as base salary, overtime compensation, and bonuses. However, it excludes items like retirement allowances and commuting allowances. 〇Regular workers: This category encompasses all regular employees, including those temporarily transferred outside the company. Workers temporarily transferred from outside the company are not included in this category. 〇Non-regular workers: This category encompasses fixed-term employees who have transitioned to indefinite-term roles, contract workers, and long-term part-time workers. This category does not encompass dispatched workers or short-term part-time workers.
Regular workers	%	77.8	78.1	79.2	
Non-regular workers	%	73.1	77.0	68.5	

*Additional information regarding wage differences between men and women:

For regular workers, there is no distinction between men and women under the system, and when looking at regular hires, there is almost no difference between men and women up to their early 30s.

The reasons for the differences include the following:

① The low percentage of women in their 40s and older, who are expected to be promoted to managerial positions, at 9.9%, results in a shortage of suitable candidates for managerial roles.

② Compared to women, more men are assigned to field positions for which allowances are paid.

(By utilizing a proactive childcare support system, we will systematically promote the training of next-generation managers and the assignment of field staff.)

③ Among non-regular workers, there are more part-time employees with relatively lower wages, women than men.

Supply chain

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Supplier factory audit implementation factory	factories	180	180	192	Total of JFS factory audits and third-party audits
Number of inspections of factories contracted to manufacture ready-made meals	factories	75	75	72	
Percentage of factories inspected for outsourced ready-meal manufacturing	%	100	100	100	

Contribution to society

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Social contribution activity expenditures	million yen	818	665	567	

* Employee data is calculated at the end of each fiscal year.

Governance aspects

Board of directors

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of times held	times	16	15	18	
Number of directors*	people	8	8	8	
Number of female directors*	people	0	0	0	
Average attendance rate for directors	%	97.6	96.4	100	Round to the nearest 1 decimal place

Executive Remuneration

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Total Reward	million yen	340	364	396	

Executive Officer

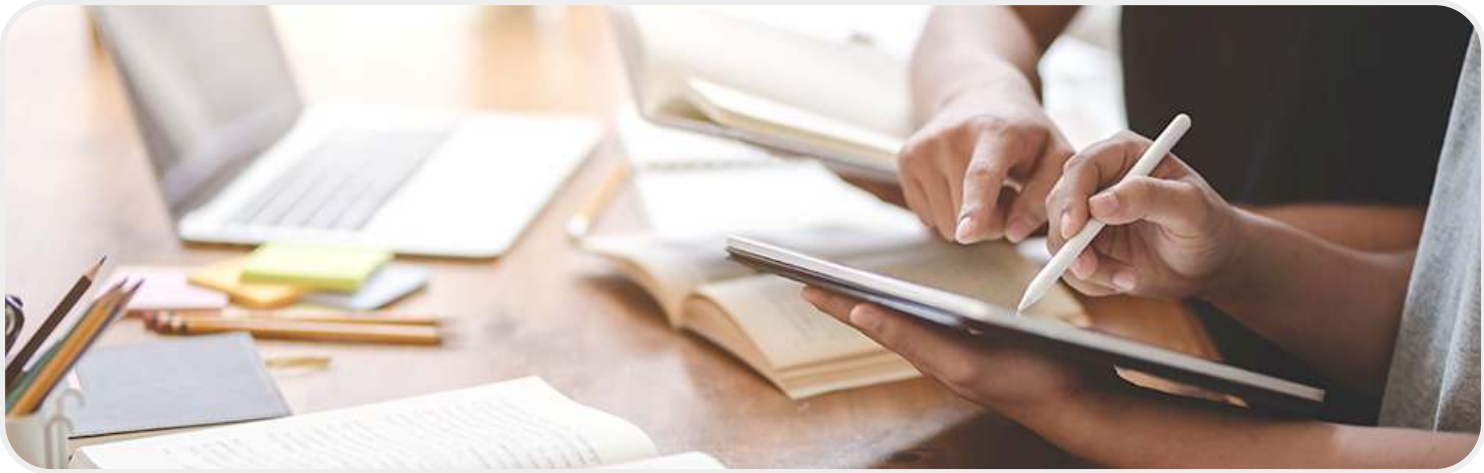
Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Ratio of female executive officers	%	4.3	4.2	5.3	

Compliance

Disclosures	Unit	FY2023	FY2024	FY2025	Notes
Number of internal reporting and consultation inquiries	cases	87	115	94	
Compliance e-learning participation rate	%	100	100	100	
Participation rate of e-learning related to information security	%	100	100	100	Personal information protection education

*The number of directors and auditors is as of the end of each fiscal year.

Editorial Policy



FamilyMart Under the corporate message "FamilyMart, Where You Are One of the Family," the company is promoting sustainability activities aimed at realizing a sustainable society.
This sustainability website has been published with the aim of providing timely information about FamilyMart 's approach to sustainability and the activities it is undertaking at its stores to solve social issues.

Target period

March 2025 to February 2026 (including some activities that occurred immediately after the target period)
Update date: September 2026

Scope

Environmental and Social Data: FamilyMart Co., Ltd. (including some group companies)

Reference Guidelines

- GRI (Global Reporting Initiative) "GRI Sustainability Reporting Standards" *This report refers to the GRI Standards.
- Ministry of the Environment "Environmental Reporting Guidelines (2018 Edition)"
- Japanese Standards Association "ISO26000:2010 Social Responsibility Guide"
- Task Force on Climate-related Financial Disclosures (TCFD) "Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures"

Contact Information

FamilyMart Co., Ltd.

Marketing Headquarters Sustainability Promotion Department

Download the report

Sustainability Report 2026

This sustainability website reports on our basic approach, achievements, future plans, and detailed non-financial information such as ESG, regarding the promotion of sustainability activities that focus on Material Issues that need to be addressed to realize a sustainable society.
For a comprehensive overview, we have prepared a PDF version of our Sustainability Report 2026 on our Sustainability website. While it is based on data from August 2026, it also includes some information from after that date. Please note that our Sustainability website will continue to be updated regularly beyond August 2026.



Download the Japanese version (85.0MB)

Download the English version (25.3MB)

Past Reports

Back issues from fiscal year 2025 and earlier

This site contains previously published reports, such as sustainability reports for the previous fiscal year, annual reports (combined social and environmental reports), and CSR handbooks.

- Sustainability Report 2025 (Japanese version)
- Sustainability Report 2025 (English version)
- Sustainability Report 2024
- Sustainability Report 2023
- Sustainability Report 2022
- Engagement Book with Sustainability! 2022(JP)
- Sustainability Report 2021
- Sustainability Report 2020
- Sustainability Report 2019
- Sustainability Report 2018
- CSR Handbook 2018 (JP)
- Sustainability Report 2017 (JP)
- CSR Handbook 2017 (JP)
- CSR Handbook 2016 (JP)
- CSR Report 2015 (JP)
- CSR Handbook 2014 (JP)
- Social and Environmental Report 2011 (JP)
- Social and Environmental Report 2010 (JP)
- Social and Environmental Report 2008 (JP)
- Social and Environmental Report 2007 (JP)
- Social and Environmental Report 2006 (JP)
- Social and Environmental Report 2005 (JP)
- Social and Environmental Report 2004 (JP)
- Environmental Report 2003 (JP)
- Environmental Report 2002 (JP)
- Environmental Report 2001 (JP)
- Environmental Report 2000 (JP)
- Integrated Report 2019 (JP)
- Integrated Report 2018 (JP)
- Annual Report 2017 (JP)
- Annual Report 2016 (JP)
- Annual Report 2015 (JP)
- Annual Report 2014 (JP)
- Annual Report 2013 (JP)
- Annual Report 2012 (JP)

GRI Content Index

Declaration of Use	FamilyMart reports the information listed in this GRI Content Index for the period in question (March 2025 to August 2026), with reference to the GRI Standards.
GRI1 used	GRI1: Foundations 2021

Common Standards

GRI 1: Foundations 2021

GRI 2: General Disclosure 2021

1. Organisation and reporting practices

Disclosure 2-1	Organization details	Company Profile
Disclosure 2-2	Entities included in the organization's sustainability reporting	Editorial Policy
Disclosure 2-3	Reporting Period, Reporting Frequency, and Contact Details	Editorial Policy
Disclosure 2-4	Correction and revision of information	None
Disclosure 2-5	External Assurance	Climate change mitigation and adaptation

2. Activities and Workers

Disclosure 2-6	Activities,Value chain,Other business relationships	Company Profile Learn about the convenience store business Product Information service Material flow at FamilyMart
Disclosure 2-7	Employee	ESG Data

3. Governance

Disclosure 2-9	Governance structure and composition	Corporate Governance Sustainability Promotion Structure
Disclosure 2-12	ImpactIn supervising management Role of the highest governance body	Support for the TCFD recommendations Sustainability Promotion Structure
Disclosure 2-13	ImpactManagement Transfer of responsibility	Support for the TCFD recommendations Sustainability Promotion Structure
Disclosure 2-17	The highest governance bodyCollective Knowledge	Respect for human rights

4. Strategy, Policies and Practices

Disclosure 2-22	Towards sustainable developmentStrategy Statement	Message from the President
Disclosure 2-23	Policy Statement	Basic Policy Promoting fair and transparent business activities Respect for human rights
Disclosure 2-24	Policy Statement Implementation	Respect for human rights
Disclosure 2-25	Negative impactCorrective Process	Respect for human rights Compliance
Disclosure 2-26	Advice-seeking systemand mechanisms for raising concerns	Respect for human rights
Disclosure 2-27	Regulatory Compliance	No violations
Disclosure 2-28	Membership Qualifications	Cooperation with the international community

5. Stakeholder Engagement

Disclosure 2-29	Stakeholder Engagementapproach	Stakeholder Engagement

GRI 3: Material Topics 2021

1. Guidance on determining material items

2. Disclosures regarding material topics

Disclosure 3-1	Process for determining material items	Identifying Material Issues
Disclosure 3-2	List of material items	Identifying Material Issues
Disclosure 3-3	Management of material items	Respect for human rights Material Issues 1 Material Issues 2 Material Issues 3 Material Issues 4 Material Issues 5

Economy

GRI 201: Economic Performance 2016

201-1	Creation,Direct economic value distributed	Performance overview for the fiscal year ending February 2026
201-2	Financial Impacts of Climate Change and Other Risks and Opportunities	Support for the TCFD recommendations

GRI 205: Anti-Corruption 2016

205-2	Regarding anti-corruption policies and proceduresCommunication and Training	Promoting fair and transparent business activities
205-3	Confirmed cases of corruption and Measures taken	No cases

GRI207: Taxes 2019

207-1	Approach to Taxation	Compliance

Environment

GRI 301: Raw Materials 2016

301-2	Recycled materials used	Sustainable resource use and prevention of environmental pollution
301-3	Recycled products and packaging	Sustainable resource use and prevention of environmental pollution

GRI 302: Energy 2016

302-3	Energy consumption rate	Climate change mitigation and adaptation ESG Data

GRI 303: Water and Wastewater 2018

303-3	Water Intake	ESG Data
303-4	Drainage	ESG Data
303-5	Water consumption	ESG Data

GRI 305: Air Emissions 2016

305-1	Direct Greenhouse Gases (GHG) Emissions (Scope 1)	ESG Data FamilyMart Environmental Vision 2050
305-2	Indirect Greenhouse Gases (GHG) Emissions (Scope 2)	ESG Data FamilyMart Environmental Vision 2050
305-3	Other indirect greenhouse gases (GHGs) Emissions (Scope 3)	ESG Data
305-4	Greenhouse Gases (GHG) Emissions intensity	ESG Data
305-5	Greenhouse Gases (GHG) Reducing emissions	ESG Data FamilyMart Environmental Vision 2050

GRI 306: Waste 2020

306-3	Generated waste	ESG Data
306-5	Disposed waste	ESG Data

GRI 308: Supplier Environmental Assessment 2016

308-2	In the supply chain Negative environmental impactsMeasures taken	Responsible Supply Chain Management Structure / Promoting sustainable raw materials procurement ESG Data

Society

GRI 401: Employment 2016

401-1	Employee hiring and turnover	ESG Data
401-2	Paid to full-time employees, Allowances not provided to non-regular employees	Healthy and comfortable working environment
401-3	Parental leave	ESG Data

GRI 403: Occupational Safety and Health 2018

403-1	Occupational Safety and Health Management System	Healthy and comfortable working environment
403-2	Identification of hazards,Risk assessment, accident investigation	Healthy and comfortable working environment
403-4	Worker participation in occupational safety and health; Consultation and communication	Healthy and comfortable working environment
403-6	Improving worker health	Healthy and comfortable working environment
403-9	Work-Related Injuries	ESG Data
403-10	Work-related illness and ill health	ESG Data

GRI 404: Training and Education 2016

404-1	Per employeeAverage training hours per year	ESG Data
404-2	Employee Skills Improvement Programs and Transition Assistance Programs	Human Resource Development Initiatives

GRI 405: Diversity and Equal Opportunity 2016

405-1	Governance bodies andEmployee Diversity	ESG Data

GRI 412: Human Rights Assessment 2016

412-2	Human rights policies and proceduresEmployee training	Respect for human rights

GRI 413: Local Communities 2016

413-1	Engagement with local communities, Businesses that have implemented impact evaluations and development programs	Development and revitalization of local communities Social Initiatives

GRI 414: Supplier Social Assessment 2016

414-2	Negative social impacts in the supply chain Measures taken	Responsible Supply Chain Management Structure / Promoting sustainable raw materials procurement ESG Data

GRI 416: Customer Health and Safety 2016

416-2	Cases of non-compliance regarding the health and safety impact of products and services	July 11, 2026 Apology and Notice Regarding Products

GRI 417: Marketing and Labelling 2016

417-1	Product and Service Information and Labeling Requirements	Safe and secure products /Responsibility for the Service
417-2	Product and Service Information and Labeling Violation Cases	July 3, 2026 Apology and Notice Regarding Products