

## Editorial Policy

As we celebrated the 30th anniversary since our founding, in 2010 Ministop redefined its mission. Also, as a medium-term target (vision), we indicated our intent to become No.1 for convenience store customer satisfaction by the end of fiscal 2013, based on our coffee, sweets, and rice balls. Our redefined mission is to "realize a society full of beaming smiles with 'deliciousness' and 'convenience'." We view this as Ministop's corporate social responsibility (CSR), and in this CSR Report we report on how our initiatives with coffee, sweets, and rice balls are a part of our CSR. We have also revised our Environmental Policy, and highlight it in this report.

To ensure that this report is read by as many people as possible, we have focused on those CSR topics we most want to communicate to the public, and have distributed versions of the report to all Ministop stores. Additional details and results of our activities can be found on our website (<http://www.ministop.co.jp/>) (Japanese Only).

Going forward, Ministop will continue to work with its customers and other stakeholders to help create a society full of beaming smiles. We look forward to receiving your comments and opinions as we strive to achieve this goal.

## Contact

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This report can be viewed at the website indicated above.  
It can also be downloaded in PDF format.  
●Japanese edition (No.12) issued August 2011 (next issue expected June 2012).  
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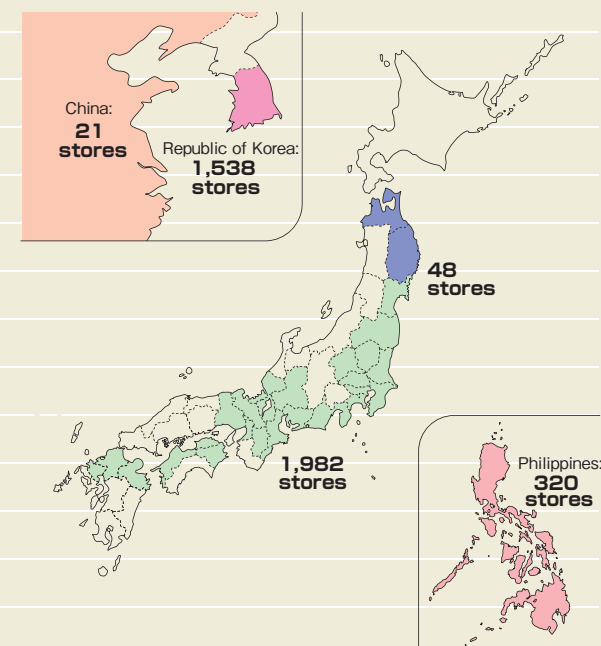


Editorial Team: Moride, Noguchi, Ito,  
Tsuji, Kawasaki

## Number of stores

(as of June 30, 2011)

MINISTOP CO., LTD.	1,982 stores
N.B.G. MS NETWORK CO., LTD.	48 stores
MINISTOP KOREA CO., LTD.	1,538 stores
Robinsons Convenience Stores, Inc.	320 stores
Qingdao Ministop Co., Ltd.	21 stores
RECDS. Co., Ltd.	7 stores (Tokyo, Kanagawa, Osaka, Nara: 1 store each / Hyogo: 3 stores)



## 2011 MINISTOP CSR Report

# Mini Report

A Word from the President

## Ministop's Way of Bringing Smiles to People's Faces

Drop In and Take a Break

Sweets That Bring Smiles

Freshly Steamed, Handmade Goodness

Ministop's Approach to Fair Trade

Fair Trade Banana Report

Our Ideas on the Environment



## Environmental Considerations in Printing This Report

### Paper



We support forest conservation by using FSC-certified paper. The FSC verifies that the processes—from logging to paper manufacturing and printing—are conducted in a sound way.

### Ink



We use vegetable-based inks to reduce the release of air-polluting volatile organic compounds (VOCs).

### Printing Method



The "Waterless Printing" technology is a water-based developing method that releases no hazardous liquids. After the developing process, the effluent is harmless enough to be released into the municipal sewerage system.



## A Word from the President

### Ministop's Way of Bringing Smiles to People's Faces The role that convenience stores can play

#### ■Ministop's role in Great East Japan Earthquake recovery efforts

—Ministop must also have suffered extensively as a result of the Great East Japan Earthquake. How have you responded and what is the current situation?

Firstly, I would like to express my heartfelt condolences to all victims of the Great East Japan Earthquake.

We too were among the victims of this unprecedented disaster, the quake and tsunami destroying stores and distribution centers, and crippling the road network that represents our lifeline. We started by checking on the safety of franchise stores and employees immediately after the disaster, and then we set about doing all we could to restore outlets in stricken areas, procure and deliver products, and otherwise resume normal operations as soon as possible.

As a result of these efforts, all stores apart from the two that we lost to the tsunami had reopened by the end of April in permanent rather than temporary facilities. I think that we owe our speedy recovery to the ingenuity and untiring efforts of our people at the front line, and the sense of mission that we all felt to get up and running again for the sake of everyone in the region.

We endeavored to do whatever we could to provision our customers even as our supply chain dwindled. In the greater Tokyo area, where thousands of people were left stranded and unable to get home as a result of the quake, our people continued to supply rice balls they made themselves in their stores until their stocks of rice ran out. We even went outside the Group to procure supplies. In the Tohoku region, for

example, we sold the private brand of milk made by Seicomart Company Ltd., another convenience store chain.

The number of customers visiting our stores as they reopened has served to remind us of the important role we play in local communities. I see it as our mission and responsibility to society to continue to bring smiles to people's faces in our capacity as a convenience store operator as reconstruction progresses.

#### ■Fulfilling our mission through implementing our target

—You have redefined your mission as "realizing a society full of beaming smiles with 'deliciousness' and 'convenience,'" and have set yourselves the target of becoming No.1 for convenience store customer satisfaction by the end of fiscal 2013, based on your coffee, sweets, and rice balls.

Yes, we thought about what we need to do to fulfill our mission of "realizing a society full of beaming smiles" and settled on this as a medium-term target to aim for on a companywide basis.

Every convenience store offers coffee, sweets and rice balls, but we aim to become No.1 by leveraging our unique in-store preparation capabilities and maximizing the Quality, Service and Cleanliness (QSC) that underpin those capabilities.

Our stores are our primary interface with our customers, and so store operations are critical to achieving our target. Making the most of what each of these products offers—a relaxing break in the case of coffee, a treat for a special day or person, or sheer pleasure in the case of sweets, handmade warmth and goodness in the case of rice balls—requires meticulous attention to work processes and customer service.

Nothing brings us more pleasure than putting smiles on the faces of our customers, since those smiles signify their satisfaction with our efforts to provide deliciousness and the highest level of QSC. And if our customers are smiling, those smiles are sure to spread to our franchise (FC) stores, business partners, shareholders, and all other Ministop stakeholders, and that is exactly what we're aiming for—a society of beaming smiles.

#### ■Aiming for future growth

—You're actively expanding overseas with 1,538 stores in Republic of Korea, 320 in the Philippines, and already 21 in China.<sup>3</sup> What is your strategy for Ministop's overseas business, and what are your plans for Ministop in Japan?

Where overseas business is concerned, we aim to open another 400 stores in Republic of Korea during fiscal 2011, and follow up on our expansion into the Chinese market in fiscal 2009 by opening stores in Vietnam too this fiscal year. Japan imported the convenience store concept from overseas, and now we're exporting it to other countries. I would like to see the concepts that we developed here in Japan regarding the role of convenience stores in local communities, eco-friendly operations, corporate citizenship and so forth spread to other countries. Our overseas stores are not of course exact replicas of Japanese Ministop stores. We adapt them to local conditions. Our mission of bringing smiles to people's faces is the same worldwide, but we set targets for each country according to that country's circumstances.

In Japan, we have started doing some new things. For example, we're increasing the number of new format stores such as those located in expressway service areas, colleges and other facilities, and those combined with drugstores (RECODS. Co., Ltd.). In our conventional stores too, we've increased the number of products for the elderly and people living on their own. Such customers

can now buy ready-to-cook chopped vegetables and small servings of prepared foods at their local Ministop. We feel that this too is an important role for us as a component of local community infrastructure. Both in Japan and overseas, we aim to continue to grow as a convenience store chain that bring smiles to people's faces by addressing the needs of local communities, and society as a whole.

#### "Mission" of Ministop Business

We realize a society full of beaming smiles with "deliciousness" and "convenience."

#### Ministop's Target

Our target is to be No.1.  
We aim to have the best stores and employees to ensure that our customers continue to choose us.

Our target is to become No.1 for convenience store customer satisfaction by the end of fiscal 2013.

To achieve this, we aim to become Ministop, the place for coffee  
Ministop, the place for sweets  
Ministop, the place for rice balls  
in people's minds.



#### Actions taken immediately after the Great East Japan Earthquake

March 11	Established a Headquarters Response Team in the company headquarters and an On-the-spot Headquarters Response Team in our Tohoku District Office.	March 23	Started shipping sweet buns from Kyushu and Tokai areas.
March 12	Dispatched first support team (12 management level personnel, including officers) to the On-the-spot Headquarters Response Team.	April 29	All stores back in operation with the reopening on this day of the Hachinohe Yume no Ohashi Store. <sup>1</sup>
March 12	Delivered 11,520 2-liter bottles of water and 6,000 sweet buns as emergency supplies.	March 13–May 31	Collection of disaster relief donations at stores (total collected: ¥103,630,210)
March 13	Started emergency supply deliveries to Miyagi/Fukushima area (20,000 rice balls, etc.).	April 1–April 30	Donation of ¥5 for every item sold (total donated: ¥18,333,250) <sup>2</sup>
March 14	Started shipping beverages, noodles and other supplies from our Toyota and Atsugi distribution centers		

1. Excluding two totally destroyed stores and three stores near Fukushima Daiichi nuclear power plant  
2. Soft serve ice cream, HAPPYRICH (happy and rich) SWEETS



Nobuyuki Abe, President and Representative Director, Ministop Co., Ltd.

阿部信行



## Coffee that brings smiles

Ministop, the place to come for a break, anytime, day or night.

That's how we would like people to think of us, and so that's why we offer freshly brewed coffee.

How could we leverage our expertise in in-store food preparation to bring smiles to people's faces as they take a break? That was the challenge we set ourselves, and M's STYLE COFFEE is what we came up with.

We offer tempting freshly brewed drip coffee at any time around the clock.

We wanted to become the local convenience store that people drop in on every day for a tasty cup of coffee, whether it's to drink in the car on the way to work, sip at the office, or enjoy while chatting with friends.

A cup of coffee is an occasion

wherever you drink it, and so we go out of our way to provide quality and serve it the right way.

Drop in and  
take a break

### Doing things differently

This may not be of interest to drinkers of black coffee, but our stirrers are a little special. You see, thinning is an important aspect of growing healthy forests, and our stirrers are made from thinnings taken from Japanese forests.

Coffee as it  
should  
be served

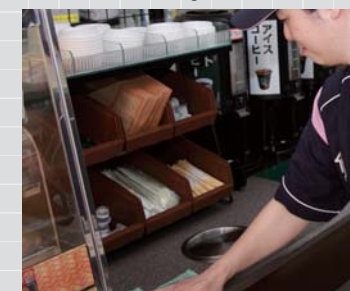


After brewing, we transfer our coffee immediately to the dispenser to ensure the freshly brewed flavor is not lost.



"How about a cup of freshly brewed coffee?"

We put priority on communication with customers.



We keep the condiment area clean at all times to ensure a totally agreeable experience.



M's STYLE COFFEE  
Hot coffee ¥150 Iced coffee ¥150

### About M's STYLE COFFEE

—The franchise store owner's perspective—

We got two store owners to tell us how M's STYLE COFFEE is bringing smiles to the faces of their customers.



Putting priority on basics to ensure the same great taste every day

Hiroyuki Kondo, Owner  
Matsudo City Ohashi Store  
(Matsudo City,  
Chiba Prefecture)

A lot of customers have come to order M's STYLE COFFEE rather than buy can coffee, and I get the impression that they come specifically to enjoy a cup

of our freshly brewed coffee.

I think it's very important to provide the same great taste day in day out to customers who come every day for that taste, but that doesn't require anything special.

All you need to do is remain true to the basics. The most important point is to transfer the coffee to the dispenser as soon as you have brewed it. Preventing the coffee from oxidizing is the secret to ensuring the same great taste.

I put maximum priority at all times on the basics, whether it's customer service, hygiene management or any other aspect of store operation. That's the best way to ensure that more and more customers choose you, and the best way to bring a smile to their faces. And I think that seeing rising sales and happy customers also motivates my staff to do even better.



Hospitality that makes people smile

Toshikazu Sakamoto, Owner  
Jindaiji Higashi-machi Store  
(Chofu City, Tokyo)

I think that convenience stores should serve the needs of both customers who suddenly want something, and those who drop in everyday.

M's STYLE COFFEE is in my mind the best possible product to win daily customers, since it is very affordable, and enables them to enjoy freshly brewed tastiness.

Coffee is the ultimate morning drink, and we sell more

coffee from 6:00 to 9:00 AM than at any other time of day. We do our utmost to provide freshly brewed coffee to our customers every day.

We are located on a busy road, with a bus stop right in front of the store, and as a result we have a lot of regular customers, including businessmen on the way to work and taxi drivers working the night shift.

That's why we put customer service above everything else, for example by remembering the preferences of regular customers, and making casual recommendations.

Ministop stores also have an Eat-in corner, and I try to make ours as cozy a place as possible to take a break by paying attention to atmosphere as well as service.

I hope to give my customers something to smile about every day by serving them delicious freshly brewed coffee with a smile.



## Sweets that bring smiles

Ministop, the convenience store for sweets  
We're really proud of the power  
our little sweets have  
to make our customers happy.

Ministop is almost synonymous with soft serve ice cream. We're as fussy as ever about ingredients and still use only fresh Hokkaido milk, but in March 2011, we changed the flavor of our soft serve ice cream for the first time in 10 years, reducing its sweetness and making it smoother.

We also offer parfaits and other kinds of sweets prepared in the store. To ensure that we can promote our sweets with total confidence, we visit the locations where the ingredients are produced, and use only those that match our quality standards.

The key selling point of sweets prepared in the store is of course their freshness. We pay particular attention to our soft serve ice cream as a dairy product, thoroughly cleaning and sterilizing equipment and otherwise practicing rigorous hygiene management to ensure that we hand over a completely safe product to our customers.

### A choice of cone or cup



Our soft serve ice cream in a cup is ideal for those who are allergic to wheat, almonds and other foods. Our cups are also shaped to be held easily by young children, enabling them to take their time as they enjoy the flavor.

### The key to food safety

We practice rigorous hygiene management, each store implementing regular inspections, and Store Advisors providing appropriate guidance on their rounds. We apply the strictest standards to ensure food safety, and have also introduced a Soft Serve Ice Cream Meister system to boost soft serve ice cream-related knowledge and skills.



Store hygiene audit scores:  
**100/100 in 14 consecutive audits**

Shinichi Tabuchi  
Tsukuba  
Amakubo Store  
(Tsukuba City,  
Ibaraki Prefecture)

### Store staff comment

Soft serve ice cream is Ministop's flagship sweet, an important product that we offer with pride and confidence to our customers. It not only tastes great, but we also practice rigorous hygiene management to ensure food safety, paying particular attention to dismantling and washing equipment. The main reason for dismantling equipment to clean it is to remove residual milk fat and prevent bacteria from proliferating and contaminating it. We devote a lot of time to this process because we feel that it ensures that our soft serve ice cream continues to make people smile.



Sweets  
that  
bring  
smiles



### 2011 Monde Selection

Ministop's soft serve ice cream won a Gold Award.  
Award winners:  
Soft Serve Ice Cream  
(Vanilla/Belgian Choco/  
Belgian Choco Mix) and  
Dessert Cone

Soft Serve Ice Cream Vanilla ¥198

## Growing flower seedlings from soft serve ice cream sales

### The Circle of Flowers program

Under its Circle of Flowers program, the Foundation for Flowering and Greening donates flower and tree seedlings to elementary schools selected by draw from those that have applied. Ministop endorses this program, and has been supporting it by placing collection boxes in its stores and also donating one percent of its Saturday soft serve ice cream sales to the Foundation.



Flower seedlings presented to children



Recycled plastic donation boxes that can be reused many times

## HAPPYRICH SWEETS

### Desserts that make you feel happy and a little pampered

Given the increasing diversification of lifestyles, we put our heads together to see if we could come up with sweets that could bring smiles to all sorts of customers—sweets a little fancier or tastier than those prepared in the store, or sweets that could be eaten with one hand, and such like, sweets to serve as a little treat on the way home from work, for example, or a dessert for today's dinner, or something to mark a special day. Our brainstorming led to the launch of HAPPYRICH (happy and rich) SWEETS as a new brand that has added to the breadth of our lineup of sweets.

2010 was a year in which convenience store sweets grabbed the limelight. Convenience stores rolled out a stream of original products that offered something different from the sweets sold by high street and department store confectioners,

and sold briskly as a result.

One of the major attractions of convenience stores is that they're so easy to drop into. Whether you drop by on your own, or with a friend, or as a family, Ministop's HAPPYRICH SWEETS are desserts with a touch of luxury that will make you feel somewhat special.



Product planning meeting to brainstorm customer consumption scenarios



1. Conducted twice each year by third party auditors, these audits include swab tests of hands and equipment, oil oxidation tests, and checks of kitchen hygiene and product storage/management status.



## Rice balls that bring smiles

"I'd forgotten how good a freshly made rice ball tastes!"  
Ministop's rice balls are handmade by our store staff from freshly steamed rice. Rice balls are a very simple food. What makes our rice balls different is the way we bring smiles by making each and every one of them by hand.

Freshly steamed, handmade goodness

Bringing smiles to customers' faces with rice balls, the ultimate ready-to-eat item available at any convenience stores. That was the challenge we set ourselves, and we figured that offering handmade rice balls prepared with freshly steamed rice was the answer.'

All convenience stores these days offer rice balls with a tremendous range of fillings, but our rice balls boast the unique value of being handmade. We are able to offer this value only because of the expertise that we have built up in ingredient freshness management, equipment sterilization and other aspects of hygiene management through in-store food preparation.

We make our rice balls wholly with Koshihikari rice grown in Niigata Prefecture, and we give them a generous size too, but more than anything else, we put priority on using freshly steamed rice to provide that special fresh-from-the-cooker texture. We are very proud of our handmade rice balls, feeling as we do that they conjure up fond memories of Mom's home cooking the moment you bite into one.

1. Our freshly made rice balls are still not available at some stores, but we are steadily expanding area of availability.

Handmade rice ball with Hokkaido salmon filling ¥158

I feel that showing how we make each of our rice balls individually in the store enables customers to eat them with confidence. We make up a number of different types at the same time, and pay particular attention to strictly separating fillings so as not to cause allergic responses. Because we don't use any machinery, making our rice balls takes time, but I feel that this just adds to their goodness.

Makoto Tagami  
Ikebe-cho Store  
(Yokohama City, Kanagawa Prefecture)

## Fair Trade

To further popularize fair trade products in Japan, in November 2010 Ministop became the first retailer in Japan to sell fair trade bananas.

We regard fair trade as a long-term citizenship-oriented business model, as opposed to short-term collection drives and donations. We want to enable everyone from producers to customers to benefit from fair trade products, and are particularly keen to ensure that producers in developing countries can earn a stable income sufficient at the very least to feed their families and send their children to school.

We started selling fair trade products in October 2006 with our "TOPVALU (brand of value-priced products)" Fair Trade Can Coffee Black in a bottle-shaped can, and have continued to sell all sorts of fair trade products.

Our fair trade bananas are grown at Yoshida Farms and Trading Corporation in Davao Province in the southern half of the island of Mindanao in the Philippines.

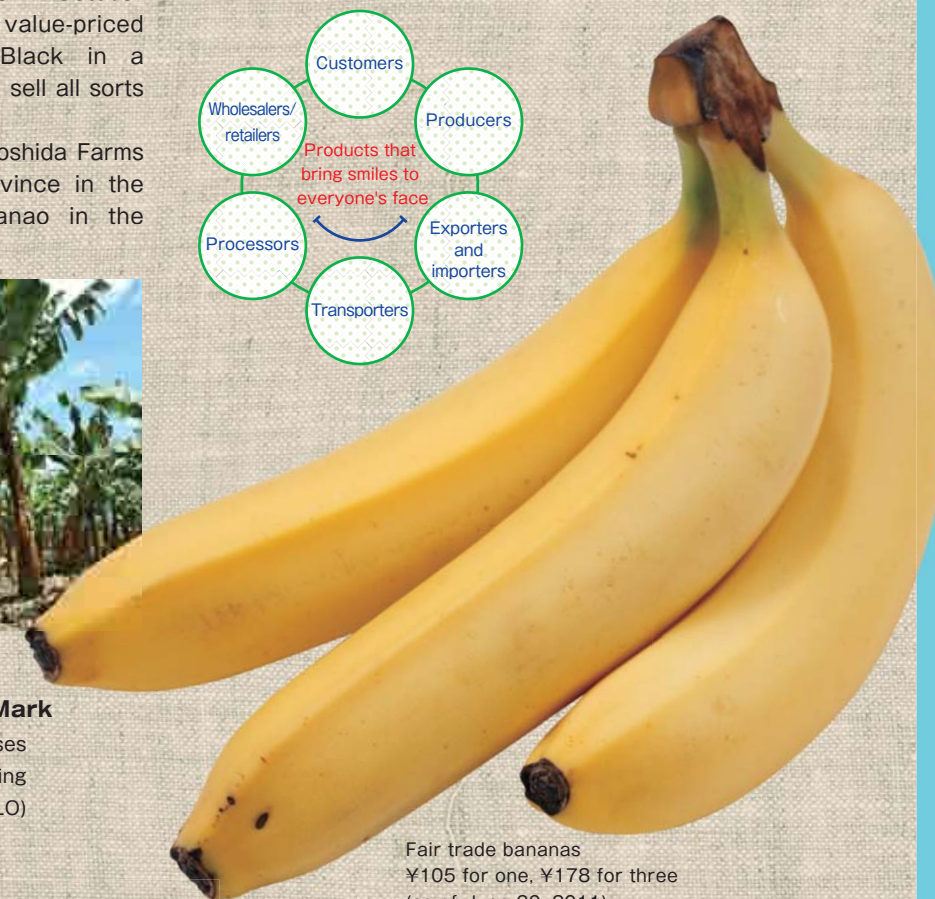


Yoshida Farms bananas are grown without agrochemicals, and flower stalks are each pruned by hand.



### Fairtrade Certification Mark

Can be used only by businesses that have met Fairtrade Labelling Organizations International (FLO) standards.



Fair trade bananas  
¥105 for one, ¥178 for three  
(as of June 30, 2011)



Yoshida Farms personnel  
On the furthest right is owner Leticia Yoshida-Ibabao.



The Camince family who work at Yoshida Farms

"Now that we earn a stable income, we can raise our child without worry."

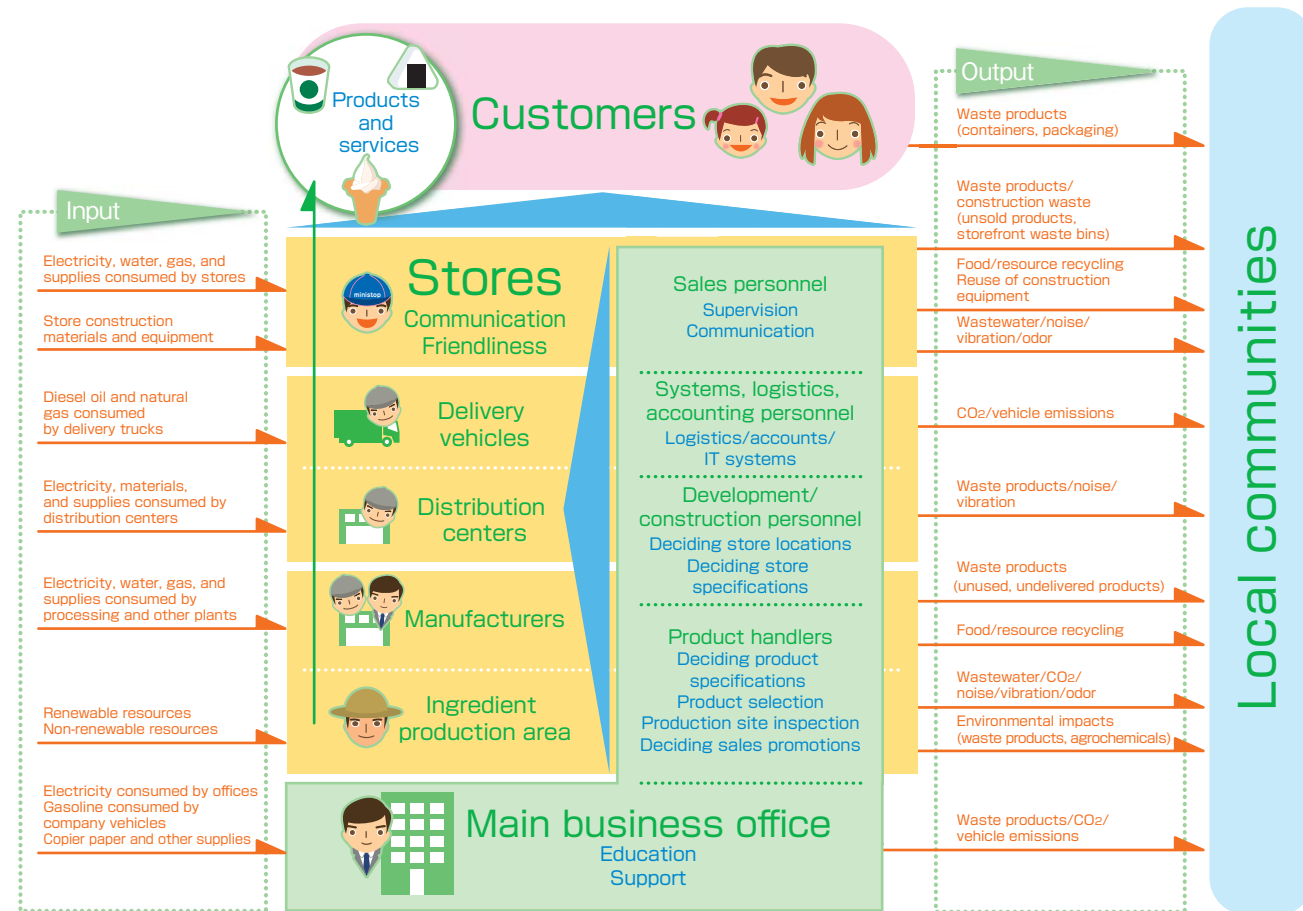


# Our Ideas on the Environment

## The impact of Ministop's business activities on the environment and society

In February 2011, we self-declared our compliance with ISO 14001, the international standard for environmental management systems (EMS). We also clarified the scope of application of our EMS to all of our business activities, and to our relationship with the environment and society.

By developing our understanding of how our business activities affect the global environment and local communities, we feel that we can contribute as a component of local community infrastructure to the creation of a better society and environment, and give people a reason to smile.



## Environmental policy

We revised our environmental policy in January 2011 after redefining our corporate mission.

The new policy sets forth CSR initiatives for the environment to be implemented to achieve our mission.

### Ministop's Environmental Policy

#### "Mission" of Ministop Business

We realize a society full of  
beaming smiles  
with "deliciousness"  
and "convenience."

To achieve our mission, we will strive to:

1. Recycle resources and reduce waste products.
2. Save resources and energy to mitigate global warming.
3. Develop/select safe and reliable products and services.
4. Value the riches of our ecosystem, and use them in a sustainable way.

We will comply with environmental laws and regulations, honor our environmental pledges, and prevent environmental pollution through continuous PDCA cycle-driven improvements.

## Initiatives to save resources

To make effective use of limited resources, we are implementing various initiatives based on our 4R concept, which adds "reasonable management" as a 4th R to the 3Rs of reduce, reuse, and recycle.<sup>1</sup>

Perhaps the best way to reduce waste is to avoid using anything not absolutely necessary and accordingly destined to become waste. We are reducing the amount of plastic bags and disposable chopsticks used in our stores by asking customers to cooperate with our efforts to save resources. We also send any reusable store equipment to the Ministop Repair Center to refurbish and use again.

We are also endeavoring to recycle unsold box lunches and used oil. We will continue to expand our "ecofeed" and "food recycling loop (Figure 1)" projects under which we work with experienced and reliable partners to convert leftover food items into high-quality animal feed and then return the resulting meat etc. to the market as products. We also endeavor to reduce our environmental impacts through the reasonable management of CFCs and other items that cannot be recycled.

## Energy saving initiatives

To help mitigate global warming, in November 2010, we set ourselves the ambitious target of reducing energy consumption per store by 12 percent below the fiscal 2007 level by fiscal 2015.

Since the electricity used in our stores for air-conditioning, refrigeration and freezing, lighting, and other purposes accounts for most of our energy consumption, we are focusing on reducing that consumption by replacing store equipment with the latest energy-efficient equipment.

We endeavor to reduce energy consumption through equipping all of our newly opened stores with the latest environmental technology, including LED signage (photo 2), and through energy-saving practices such as appropriate adjustment of store temperature and lighting levels. Also, in conjunction with the government's call to save power in the wake of the Great East Japan Earthquake, we are deploying LED lighting in this fiscal year in the 600-plus stores in the areas of eastern and northern Japan covered by the Tokyo and Tohoku electric power companies that are not yet equipped with dimming systems.

New initiatives for building a low carbon society include the experimental deployment of solar panels (photo 3) and electric vehicle charging stands.

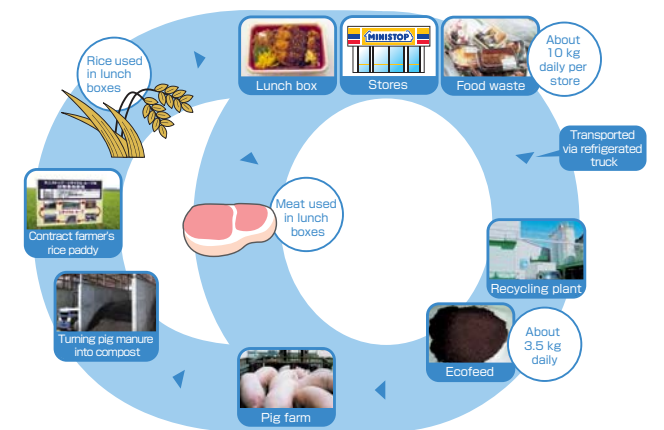
## Helping to create a sustainable society

Creating a sustainable society requires both the appropriate use of resources and energy, and the creation of systems for recycling resources and minimizing waste. Cooperation between private enterprise, local governments and other organizations, and consumers is essential to the creation of such systems. We use domestically grown FSC-certified timber to build our stores (photo 4) as a means of helping to mitigate global warming and conserve biodiversity.<sup>2</sup> This is just one of the many ways in which we seek to base our business activities on a keen awareness of how they all impinge on the environment.

1. 3R: Reduce, Reuse, Recycle—the hierarchy of waste management strategies to minimize waste.

2. FSC-certified: The Forest Stewardship Council (FSC) is an international not-for-profit organization that provides certification to forest products grown according to methods that are environmentally appropriate, socially beneficial and economically viable. Use of FSC-certified products contributes to the preservation of forests worldwide and protection of the global environment.

### (1) Ministop's food recycling loop



### (2) Switching store signs to LED lights



Replacing the fluorescent lighting used to light the three-color decorative facade store signs with LED lighting reduces the amount of electricity consumed by this signage by 63.8 percent.

### (3) Next-generation low carbon convenience store



A next-generation low carbon convenience store developed in collaboration with Daiwa House Industry Co., Ltd. Use of a solar power system, LED tube lights and an energy management system reduces total annual power consumption by about 8.5 percent compared with a conventional store.

Hamamatsu Shinbara Store (Shizuoka Prefecture)

### (4) Store constructed using FSC-certified wood



CO2 emissions related to the production of building materials from harvesting stage for a store constructed with domestic FSC-certified timber are 33 percent less than for a steel frame store.

Koshigaya-Laketown Higashi Store (Saitama Prefecture)

# Ministop CSR Report 2011 Performance Data Sheet

Period covered: Fiscal 2010 (March 1, 2010 through February 28, 2011) Note: Different from values in the Mini Report.

Data noted in this sheet is a compilation of Ministop's key data not included in Mini Report.

Please refer to the Ministop website for details on activities.

[http://www.ministop.co.jp/eco\\_social/](http://www.ministop.co.jp/eco_social/) (Japanese Only)

## ■ Corporate Profile (as of February 28, 2011)

<b>Name:</b>	MINISTOP CO., LTD.
<b>Scope of business:</b>	Operates "Ministop" convenience stores as part of Aeon's strategic small size store business
<b>Representative:</b>	Nobuyuki Abe, President and Representative Director
<b>Date established:</b>	May 21, 1980
<b>Capital:</b>	¥7,491,533,000
<b>Stock exchange listing:</b>	Tokyo Stock Exchange, First Section
<b>Company headquarters:</b>	1-1 Kanda-Nishikicho, Chiyoda-ku, Tokyo 101-0054
<b>Main business office:</b>	1-5-1 Nakase, Mihama-ku, Chiba City, Chiba 261-8540
<b>Offices:</b>	Makuhari Office (Mihama-ku, Chiba City, Chiba) Tohoku District Office (Miyagino-ku, Sendai City, Miyagi) Tokai District Office (Nakamura-ku, Nagoya City, Aichi) Kinki District Office (Chuo-ku, Osaka City, Osaka) Kyushu District Office (Hakata-ku, Fukuoka City, Fukuoka)
<b>Number of stores:</b>	MINISTOP CO., LTD. ....1,987 stores N.B.G. MS NETWORK CO., LTD. .... 52 stores MINISTOP KOREA CO., LTD. ....1,429 stores Robinsons Convenience Stores, Inc. ....331 stores Qingdao Ministop Co., Ltd. .... 14 stores RECODS. Co., Ltd. .... 3 stores
<b>Number of employees:</b>	869

## ■ Economic Report (Non-consolidated)

FY	2008	2009	2010
Revenues – including franchise stores (million yen)	302,911	300,442	322,043
Ordinary income (million yen)	7,152	3,990	7,432

Revenues, by product category (FY2010) (million yen)			Services 6,441 (2%)
Non-food items 104,424 (32.4%)	Processed foods 93,328 (29.0%)	Fast foods 81,854 (25.5%)	
			Dairy products 35,994 (11.2%)

## ■ Social Report

### Relations with customers

Number of calls received by Call Center, by category  
Total of 17,717 (98.7% versus FY2010)

General questions (43.7%)	About stores (34.1%)	About products (20.0%)	About personnel (0.4%)	Other (1.8%)
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### Relations with local communities

FY	2008	2009	2010
Number of students participating in the Child Internship Program	454	908	993
Number of fair trade products sold	N/A	1,360,000	850,000
FY2010 total amount of donations collected at stores	¥34,894,902	(including ¥10,399,883 for Circle of Flowers program)	

## Ministop and our franchise stores

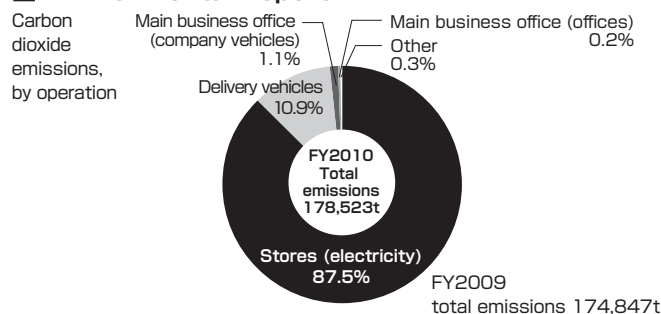
FY	2008	2009	2010
FC Contract Certification Officers	85	85	59
Litigation cases	1	1	N/A
Number of franchise contracts			
Franchise store openings (including relocated existing stores)	210	253	N/A
Franchise stores closing during contract period (including stores closed before relocation)	130	106	N/A
Franchise stores renewing contracts	95	84	N/A
Franchise stores not renewing contracts	39	36	N/A
Number of SL (Store Leaders) certified	220	325	235

## Ministop and our employees

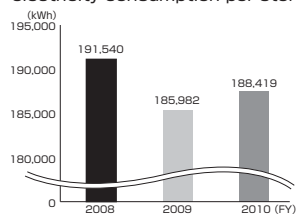
FY	2008	2009	2010
Number of hires	89	64	82
Average age	36 years, 2 months	37 years	37 years, 9 months
Average years of consecutive service	9 years, 9 months	10 years, 3 months	10 years, 5 months
Attrition Rate	4.43%	5.08%	4.78%
Number of female managers	6	6	5
Ratio of employment of disabled persons	1.97%	2.52%	2.69%
Number of employees using childcare leave	4	5	2
Percentage of staff receiving physical examinations (basic) (The number indicates those receiving physical examinations between April and the following March).	99%	100%	98%

(as of February 28, 2011)

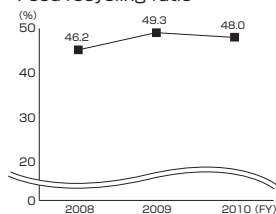
## ■ Environmental Report



### Annual amount of electricity consumption per store



### Food recycling ratio



Japan Franchise Association (JFA) common reduction target:

Reduce the energy intensity in stores (the amount of energy consumed per unit of floor space per hour of store operation) by 23 percent between 2008 and 2012. In FY2010 it was 0.131 kWh/m², which was 26.4% lower than FY1990.

### Number and weight of plastic bags used per store

FY	2008	2009	2010
Number of plastic bags used	227,495	218,868	223,672
Weight used (kg)	764	687	707
Versus FY2001	-25%	-33%	-31%

(Sending)

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**Ministop CSR Report 2011**

# Mini Report Survey

Environmental & Social Contribution Section,  
Communication Promotion Dept., MINISTOP CO., LTD.

## ~Please Send Us Your Opinions and Feedback~

Thank you for reading the Ministop CSR Report 2011. We would like to know what you think of our activities and operations. Please send us your opinions and comments by fax or e-mail. Your input will be used to help determine our future activities and how we can continue to improve.

Email: [hp@ministop.co.jp](mailto:hp@ministop.co.jp)

■ 1. Which parts of the Ministop CSR Report 2011 interested you the most?

■ 2. Which points in the Ministop CSR Report 2011 would you like to know more about?

■ 3. What areas would you like Ministop to work on in the future?

■ 4. Please share any other opinions or comments you would like to communicate to us.

Region in which you live

Gender ( M · F )

Age range (      )

Prefecture

City/Town

Note: Please do not write your street number, apartment building name, etc.

From what perspective did you read the report? (Check up to 2 boxes.)

- ☐ Customer   ☐ Business partner   ☐ NGO/NPO   ☐ Environment/CSR officer for company/organization  
☐ Shareholder   ☐ Research/educational institution   ☐ Student   ☐ Governmental body  
☐ Involved with a Ministop store   ☐ Other (                      )

Thank you very much.