



SEVEN&i HLDGS.

Seven & i Holdings Co., Ltd. CORPORATE OUTLINE 2016

CORPORATE OUTLINE 2016

—Databook for Investors—



It's a New Day

Our stores can meet your needs. When you visit one of our stores, you're sure to find something that makes you a little happier. In fact, we think that's the real meaning of a "store."

Our stores have the things you want. They have delicious foods. They have goods that you cannot find at other stores. They have products that are brought to you with care, and items that will surprise you.

They have employees who are kind and warmhearted—who offer you a warm welcome.

Our stores are always clean, and they have efficient systems that enable you to quickly and accurately handle your daily affairs.

Rather than huge things that change our lives, isn't it the things that make us a little happier that, in the end, make our day-to-day lifestyles more comfortable?

But that isn't easy to do. It's not even possible without the wholehearted effort of the people who work in the stores.

Focusing on people—what do people want now? And what do they want to be?

That is what we concentrate on, listen to, and strive to understand.

We know that is the only way to meet the needs of our customers.

From convenience stores, superstores, and department stores to specialty stores, restaurants, Internet shopping, banking, and a range of public services, we are committed to being a Group that always asks, "what do customers want?"

The answer, of course, lies with the customers themselves. That is our vision for the Seven & i Group. It's a vision that we will always remember.

Group Corporate Creed

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

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

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

Corporate Overview (As of May 26, 2016)

Company name	Seven & i Holdings Co., Ltd.
Date of establishment	September 1, 2005
Head office	8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan
Representative	President: Ryuichi Isaka
Paid-in capital	50 billion yen
Number of employees	545 (nonconsolidated) 53,993 (consolidated)

Note: Paid-in capital and the number of employees are as of February 29, 2016.

Holding Company Established to Maximize Enterprise Value

On September 1, 2005, Seven & i Holdings Co., Ltd. was established through the stock transfer method as the holding company for Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd.

Reasons for Establishing the Holding Company

Maximize the Group's enterprise value

- Pursue synergies by removing barriers between operating companies
- Reduce costs by integrating administrative functions

Strengthen corporate governance

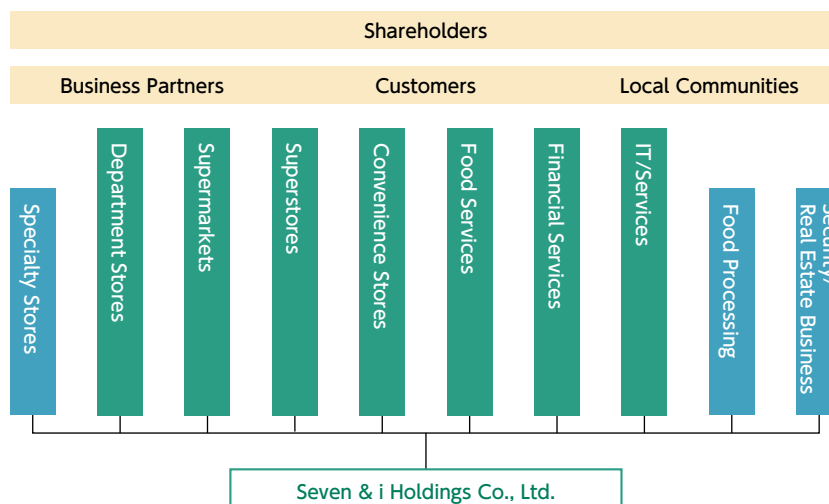
- Clearly delineate autonomy and the responsibilities of each Group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

Roles of the Holding Company and the Operating Companies

Holding Company's Role (Seven & i Holdings Co., Ltd.)	Operating Companies' Role
<p>Principally reflect shareholder concerns</p> <ol style="list-style-type: none"> 1) Control overall governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue Group synergies 	<p>Principally reflect customer concerns</p> <ol style="list-style-type: none"> 1) Fulfill responsibilities in each operational domain 2) Operate autonomously, seek profit growth, and enhance asset efficiency

Group Operational Areas

With the aim of providing new value to meet emerging needs and promoting innovation in retailing, the Company identified seven core operational areas at the time of its establishment.



■ Seven core operational areas

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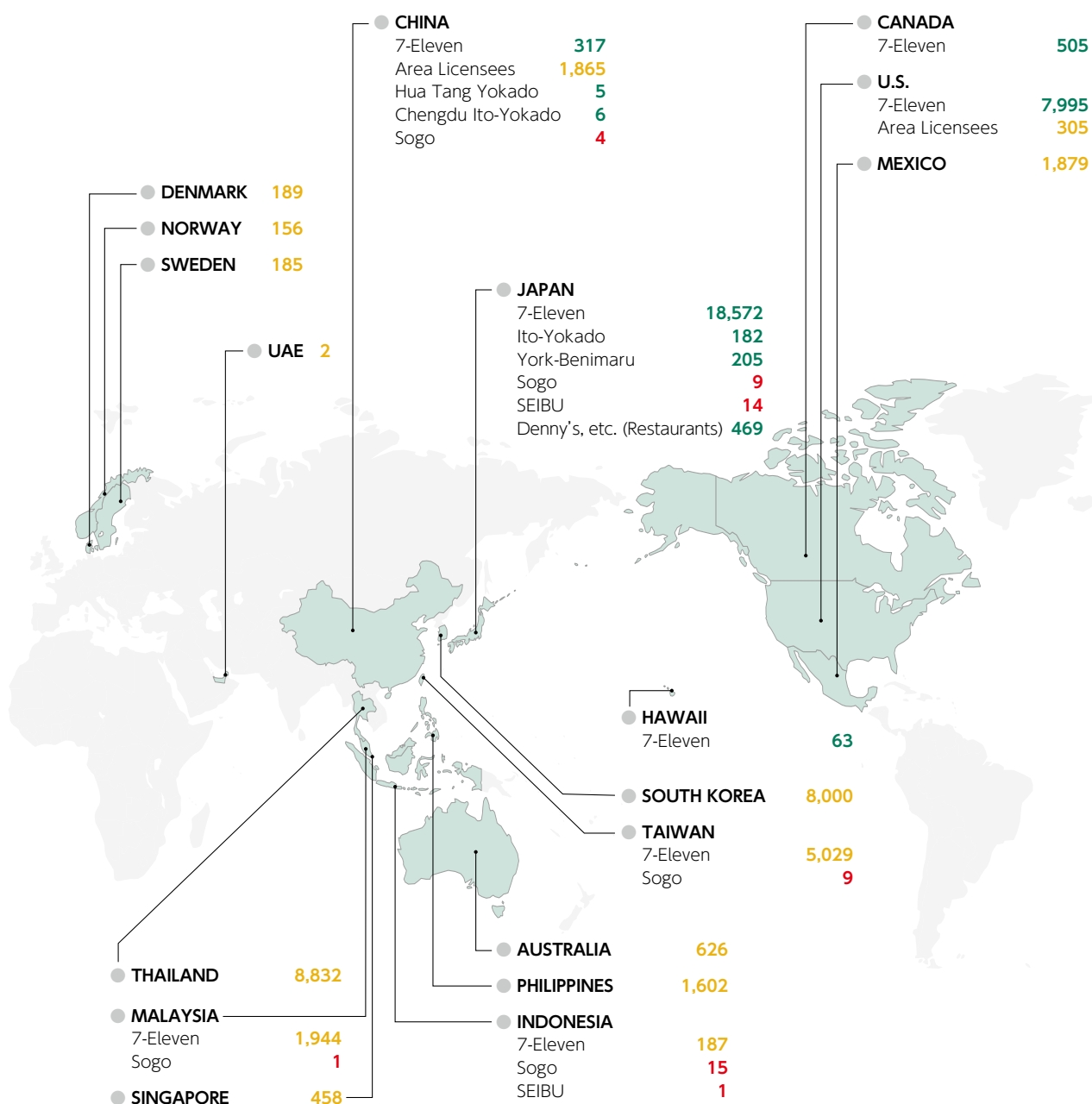
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Store Network

Centered in Japan, Seven & i HLDGS. store network extends worldwide to encompass convenience stores, superstores, supermarkets, department stores, restaurants, and other operations.

Group Sales ¥10.7 Trillion			
Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 61,000 stores	Global:	approx. 61.0 million
Japan:	approx. 20,000 stores	Japan:	approx. 21.5 million



Notes: 1. ■ Number of stores operated directly by our subsidiaries

■ Number of stores operated by companies in each country granted a defined area license

■ Number of stores with licenses to use the trademark of Sogo & Seibu Co., Ltd.

2. Figures represent the number of stores on record as of February 29, 2016 in Japan and December 31, 2015 for all other areas.

3. Group's total sales include the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees. (Fiscal year ended February 29, 2016)

Overview of Main Group Companies

(As of February 29, 2016)

	FY2016 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company ^{*4} (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Convenience Stores								
Seven-Eleven Japan Co., Ltd.	4,291,067 ^{*1}	7.1	18,572	1,081	12,098	806	17,200	100.0
○ 7-Eleven, Inc.	2,950,422 ^{*1}	4.1	8,500	203	22,510	(2,757)	U.S.\$13,031	100.0
○ SEVEN-ELEVEN HAWAII, INC.	31,953	5.6	63	3	954	57	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	21,781 ^{*2}	21.1	187	12	1,249	(555)	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	4,623 ^{*2}	22.2	70	10	891	76	CNY124,600,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	4,036 ^{*2}	(4.0)	60	(6)	444	42	U.S.\$46,000,000	100.0
Superstores								
Ito-Yokado Co., Ltd.	1,255,608	0.2	182	1	36,376	(224)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	24,066 ^{*2}	(24.4)	5	(1)	951	(490)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	79,686 ^{*2}	12.8	6	0	3,133	(110)	U.S.\$23,000,000	75.0
Supermarkets								
York-Benimaru Co., Ltd.	406,223	4.0	205	5	13,828	230	9,927	100.0
Life Foods Co., Ltd.	44,603	5.0	–	–	4,361	12	120	100.0
York Mart Co., Ltd.	140,145	6.1	76	0	5,960	366	1,000	100.0
SHELL GARDEN CO., LTD.	26,252	12.3	26	4	1,100	190	100	100.0
Department Stores								
Sogo & Seibu Co., Ltd.	790,708	0.1	23	(1)	9,323	45	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	83,680	3.7	851	5	10,873	(512)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	110,465 ^{*3}	4.5	–	–	454	(12)	30,514	45.8
Seven Card Service Co., Ltd.	45,910 ^{*3}	14.3	–	–	271	45	7,500	95.5
Seven CS Card Service Co., Ltd.	20,742 ^{*3}	(0.7)	–	–	708	23	100	51.0
IT/Services								
7dream.com	8,490	9.3	–	–	55	2	450	68.0
○ Nissen Co., Ltd.	84,543	(21.0)	–	–	2,009	356	100	50.7
Specialty Stores								
Akachan Honpo Co., Ltd.	102,716	10.6	103	4	2,818	178	3,780	95.0
THE LOFT CO., LTD.	94,930	8.3	102	8	4,394	394	750	75.2
Seven Bi no Garden Co., Ltd.	41,327	50.9	93	38	962	30	450	95.3
Oshman's Japan Co., Ltd.	5,373	(3.4)	7	(1)	189	(15)	2,500	100.0
Barneys Japan Co., Ltd.	21,724	4.3	11	0	551	8	4,990	100.0

○ Figures are for the fiscal year ended December 31, 2015. (No. of stores is as of December 31, 2015; No. of employees is as of February 29, 2016)

☆ Figures are for the fiscal year ended March 31, 2016.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥121.10; CNY1=¥19.23

2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis.

3. Number of employees includes part-time employees (monthly average based on a 163-hour working month).

4. Ownership ratios include indirect holdings.

*1 Sales of Seven-Eleven Japan and 7-Eleven, Inc. represent total store sales.

*2 Sales for Chinese subsidiaries exclude value added tax.

*3 Sales for Seven Bank represent ordinary income, and sales for Seven Card Service and Seven CS Card Service represent revenues from operations.

*4 Equity owned is rounded to one decimal place.

Profile

Performance
Overview

Global Retail
Industry Data

Retail
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in Japan

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Major Group
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Data

Performance Overview

Consolidated Financial Summary

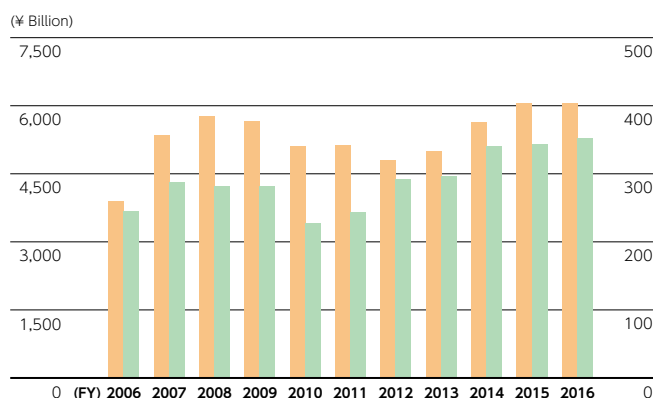
Seven & i Holdings and its consolidated subsidiaries for the fiscal years ended February 28 or 29.

	FY2006	FY2007	FY2008	FY2009	FY2010	
Revenues from operations	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297	
Operating income	244,940	286,838	281,088	281,865	226,666	
EBITDA* ¹	343,629	428,523	436,375	434,033	377,768	
Ordinary income	248,110	282,016	278,262	279,306	226,950	
Net income	87,930	133,419	130,657	92,336	44,875	
Total assets	3,424,878	3,809,192	3,886,680	3,727,060	3,673,605	
Net assets	1,603,684	1,969,149	2,058,038	1,860,672	1,793,940	
Minority interests in consolidated subsidiaries	114,196	62,350	73,020	75,092	71,251	
Interest-bearing debt	687,374	822,107	766,358	793,867	701,487	
Debt/equity ratio (times)	0.43	0.43	0.39	0.44	0.41	
Interest coverage ratio (times)	34.9	14.6	36.6	23.8	28.2	
Cash flows from operating activities	217,325	157,209	465,380	310,007	322,202	
Cash flows from investing activities	(388,080)	(235,983)	(237,184)	(139,568)	(115,158)	
Free cash flows* ²	(170,754)	(78,774)	228,195	170,438	207,044	
Cash flows from financing activities	103,093	37,241	(130,136)	(169,755)	(156,708)	
Net (decrease) increase in cash and cash equivalents	(72,223)	(40,742)	97,636	(4,286)	54,397	
Cash and cash equivalents at end of fiscal year	610,876	570,133	667,770	663,483	717,320	
Capital expenditures* ³	185,354	278,388	217,738	188,943	211,189	
Depreciation and amortization* ⁴	97,810	132,693	143,642	140,529	132,232	
Net income per share	¥100.83	¥142.90	¥137.03	¥100.54	¥49.67	
Owners' equity per share	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97	
Cash flow per share* ⁵	¥213.46	¥285.02	¥287.68	¥253.56	¥196.03	
Cash dividends per share	¥28.50	¥52.00	¥54.00	¥56.00	¥56.00	
Owners' equity ratio	46.8%	50.1%	51.1%	47.9%	46.9%	
Return on equity (ROE)	5.5%	7.6%	6.7%	4.9%	2.6%	
Return on total assets (ROA)	2.6%	3.7%	3.4%	2.4%	1.2%	
Dividend payout ratio	-	36.4%	39.4%	55.7%	112.7%	
Ratio of total amounts of dividends to net assets	-	2.8%	2.6%	2.8%	2.9%	
Exchange rate (Income statements)	U.S.\$1=	¥110.26	¥116.38	¥117.85	¥103.48	¥93.65
	CNY1=	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72
(Balance sheets)	U.S.\$1=	¥118.07	¥119.11	¥114.15	¥91.03	¥92.10
	CNY1=	¥14.63	¥15.24	¥15.62	¥13.31	¥13.48

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.
2. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."
3. For the results of Millennium Retailing, Inc. (currently Sogo & Seibu) in FY2006, only the balance sheets are included in the consolidated figures.
4. For the results of mail order services in FY2014, only the balance sheets have been consolidated.
5. Net assets represents total shareholders' equity excluding minority interests for FY2006.
6. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year, except for FY2006 where they are calculated at the end of the fiscal year.

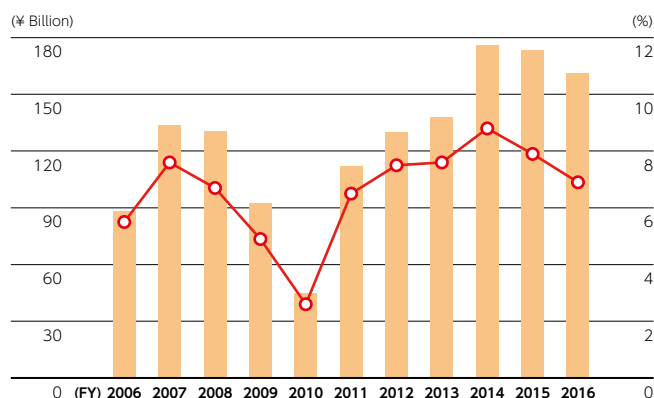
REVENUES FROM OPERATIONS AND OPERATING INCOME

Revenues from operations (left) Operating income (right)



NET INCOME AND ROE

Net income (left) ROE (right)



	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	(U.S.\$ Thousand)
	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	53,032,491
	243,346	292,060	295,685	339,659	343,331	352,320	3,090,526
	391,913	444,969	469,036	505,662	534,464	570,942	5,008,263
	242,907	293,171	295,836	339,083	341,484	350,165	3,071,622
	111,961	129,837	138,064	175,691	172,979	160,930	1,411,666
	3,732,111	3,889,358	4,262,397	4,811,380	5,234,705	5,441,691	47,734,131
	1,776,512	1,860,954	1,994,740	2,221,557	2,430,917	2,505,182	21,975,280
	73,016	93,748	102,038	123,866	128,827	129,912	1,139,578
	727,385	712,077	853,064	934,396	948,252	1,032,970	9,061,140
	0.43	0.40	0.45	0.45	0.41	0.43	0.43
	30.0	49.0	41.1	39.4	37.8	43.8	43.8
	310,527	462,642	391,406	454,335	416,690	488,973	4,289,236
	(312,081)	(342,805)	(340,922)	(286,686)	(270,235)	(335,949)	(2,946,921)
	(1,553)	119,836	50,484	167,648	146,454	153,023	1,342,307
	(56,258)	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(20,280)
	(60,573)	76,960	66,380	121,344	79,395	146,830	1,287,982
	656,747	733,707	800,087	921,432	1,000,762	1,147,086	10,062,157
	338,656	255,426	334,216	336,758	341,075	399,204	3,501,789
	132,421	139,994	155,666	147,379	172,237	195,511	1,715,008
	¥126.21	¥146.96	¥156.26	¥198.84	¥195.66	¥182.02	\$1.59
	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23	¥2,683.11	\$23.53
	¥275.48	¥305.41	¥332.45	¥365.64	¥390.49	¥403.15	\$3.53
	¥57.00	¥62.00	¥64.00	¥68.00	¥73.00	¥85.00	\$0.74
	45.6%	45.4%	44.4%	43.6%	43.9%	43.6%	43.6%
	6.5%	7.5%	7.6%	8.8%	7.9%	6.9%	6.9%
	3.0%	3.4%	3.4%	3.9%	3.4%	3.0%	3.0%
	45.2%	42.2%	41.0%	34.2%	37.3%	46.7%	46.7%
	3.0%	3.2%	3.1%	3.0%	2.9%	3.2%	3.2%
	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10	-
	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18	¥19.23	-
	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61	-
	¥12.29	¥12.31	¥13.91	¥17.36	¥19.35	¥18.36	-

*1 EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill

*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

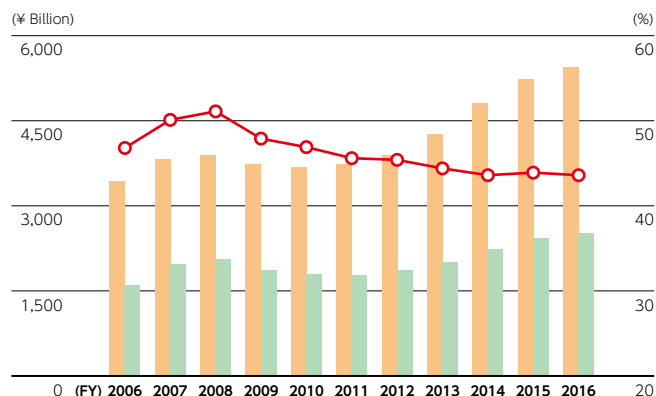
*3 Capital expenditures include long-term leasehold deposits and advances for store construction.

*4 From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

*5 Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding

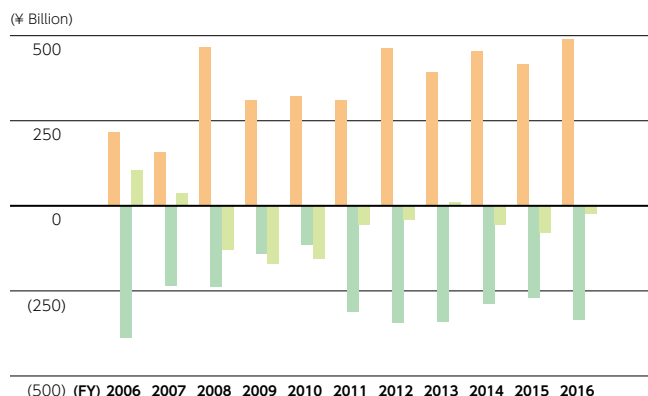
TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO

■ Total assets (left) ■ Net assets (left) ● Owners' equity ratio (right)



CASH FLOWS

■ Cash flows from operating activities ■ Cash flows from investing activities
■ Cash flows from financing activities



Segment Information

Business Segments

REVENUES FROM OPERATIONS

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	2,015,236	2,249,648	2,395,701	2,308,690	1,968,555
Superstore operations	1,687,734	1,882,935	2,109,049	2,125,029	2,016,558
Department store operations	-	988,357	1,025,354	993,877	922,847
Food services	124,025	121,683	113,980	102,711	86,420
Financial services	82,289	100,295	117,955	124,866	110,444
Mail order services	-	-	-	-	-
Others	19,780	32,340	36,653	35,079	33,669
Eliminations/corporate	(33,294)	(37,454)	(46,302)	(40,305)	(27,198)
Total	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297

OPERATING INCOME

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	209,815	206,090	201,032	213,367	183,837
Superstore operations	15,381	29,170	34,058	24,742	14,178
Department store operations	-	26,772	25,764	18,335	1,366
Food services	2,625	931	(4,231)	(2,948)	(2,741)
Financial services	17,278	24,547	21,071	25,485	30,152
Mail order services	-	-	-	-	-
Others	808	1,621	2,488	2,069	567
Eliminations/corporate	(968)	(2,296)	902	814	(694)
Total	244,940	286,838	281,088	281,865	226,666

CAPITAL EXPENDITURES

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	102,025	98,518	108,585	104,233	104,936
Superstore operations	53,098	49,444	57,561	46,064	65,379
Department store operations	-	93,657	17,512	12,464	19,734
Food services	5,088	4,474	1,545	1,177	752
Financial services	22,917	31,872	31,990	23,932	15,543
Mail order services	-	-	-	-	-
Others	39	298	518	1,058	3,702
Corporate	2,184	122	24	12	1,140
Total	185,354	278,388	217,738	188,943	211,189

DEPRECIATION AND AMORTIZATION

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	64,428	71,799	74,065	67,299	66,158
Superstore operations	20,796	24,070	26,452	26,115	24,335
Department store operations	-	19,042	20,154	20,004	17,417
Food services	3,019	3,454	2,903	2,210	1,270
Financial services	9,528	14,173	19,773	24,532	22,246
Mail order services	-	-	-	-	-
Others	37	134	271	346	588
Corporate	0	19	21	20	214
Total	97,810	132,693	143,642	140,529	132,232

Geographic Area Segments

REVENUES FROM OPERATIONS

	FY2006	FY2007	FY2008	FY2009	FY2010
Japan	2,343,048	3,562,372	3,822,210	3,806,717	3,602,982
North America	1,516,907	1,728,481	1,867,067	1,766,169	1,431,042
Others	38,519	49,759	66,043	80,401	80,561
Eliminations	(2,704)	(2,806)	(2,928)	(3,339)	(3,289)
Total	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297

OPERATING INCOME

	FY2006	FY2007	FY2008	FY2009	FY2010
Japan	212,876	253,968	247,272	245,248	197,618
North America	32,492	31,985	31,582	34,441	26,992
Others	(432)	879	2,228	2,328	2,021
Eliminations	3	4	3	(151)	32
Total	244,940	286,838	281,088	281,865	226,666

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.
2. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."
3. Capital expenditures include long-term leasehold deposits and advances for store construction.
4. In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of SEIBU Ikebukuro, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010 and are valued at ¥123.0 billion, are included.

					(¥ Million)	(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	2,036,464	1,690,924	1,899,573	2,529,694	2,727,780	2,675,890
	1,981,604	1,992,298	1,994,588	2,009,409	2,012,176	2,060,516
	915,105	900,222	884,028	871,132	875,027	884,716
	80,225	78,026	78,361	78,566	80,980	83,839
	106,953	129,601	144,355	158,826	178,221	192,487
	-	-	-	-	185,802	158,732
	35,610	47,464	50,210	50,492	53,897	61,582
	(36,224)	(52,193)	(59,475)	(66,301)	(74,937)	(72,061)
	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	195,477	214,637	221,764	257,515	276,745	304,110
	15,708	32,432	25,491	29,664	19,340	7,234
	5,622	9,948	8,029	6,590	7,059	3,832
	(193)	(95)	721	604	44	917
	28,343	33,778	37,425	44,902	47,182	49,697
	-	-	-	-	(7,521)	(8,451)
	(690)	2,304	3,886	2,166	3,669	5,559
	(921)	(945)	(1,634)	(1,784)	(3,188)	(10,578)
	243,346	292,060	295,685	339,659	343,331	352,320
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	106,368	164,973	214,250	197,715	193,235	238,372
	54,133	40,284	54,243	66,686	65,490	81,354
	27,807	16,068	18,265	15,596	15,380	17,515
	527	831	1,407	2,277	3,506	1,853
	19,616	26,783	40,945	39,326	39,110	33,422
	-	-	-	-	3,815	4,766
	127,429	3,114	4,331	7,567	5,381	3,678
	2,774	3,371	772	7,588	15,152	18,240
	338,656	255,426	334,216	336,758	341,075	399,204
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	68,743	73,291	83,987	91,256	103,247	116,514
	25,890	28,626	29,129	18,472	20,696	23,800
	14,361	14,010	14,662	13,460	13,399	13,569
	811	667	639	438	709	828
	20,693	20,331	23,668	20,198	25,233	29,071
	-	-	-	-	3,842	3,730
	1,598	2,588	2,484	2,524	2,689	2,958
	321	480	1,094	1,029	2,419	5,036
	132,421	139,994	155,666	147,379	172,237	195,511
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	3,552,691	3,590,917	3,625,974	3,682,143	3,941,337	4,056,272
	1,484,394	1,106,449	1,269,302	1,831,482	1,968,854	1,855,305
	86,033	89,524	97,226	119,207	131,058	136,058
	(3,380)	(546)	(861)	(1,012)	(2,301)	(1,931)
	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	215,231	261,531	263,443	299,653	295,666	288,068
	26,230	29,181	33,137	41,519	49,825	65,148
	1,857	1,324	(909)	(1,545)	(2,161)	(842)
	27	22	13	32	1	(53)
	243,346	292,060	295,685	339,659	343,331	352,320

5. From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

6. Others under geographic area segments are mainly China, etc.

7. For the results of department store operations in FY2006, only the balance sheets are included in the consolidated figures.

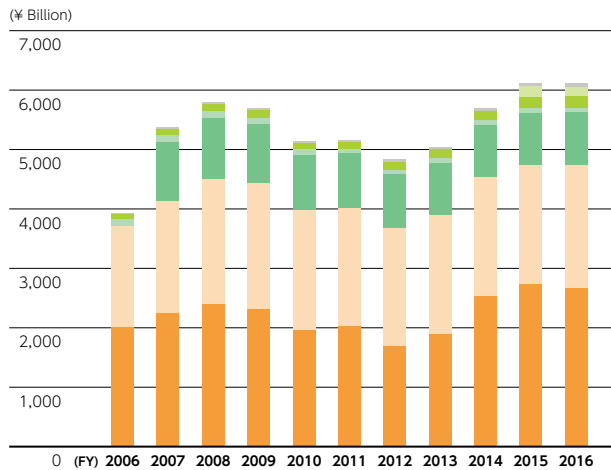
8. For the results of mail order services in FY2014, only the balance sheets have been consolidated.

Segment Information

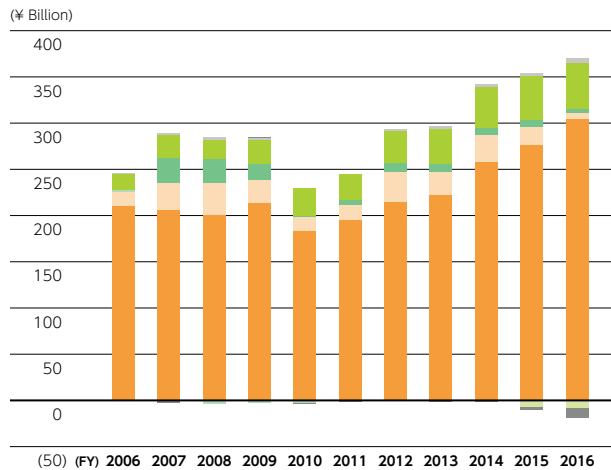
Business Segments

■ Convenience store operations
 ■ Superstore operations
 ■ Department store operations
 ■ Food services
 ■ Financial services
 ■ Mail order services
 ■ Others
 ■ Eliminations/Corporate (excluding revenues from operations)

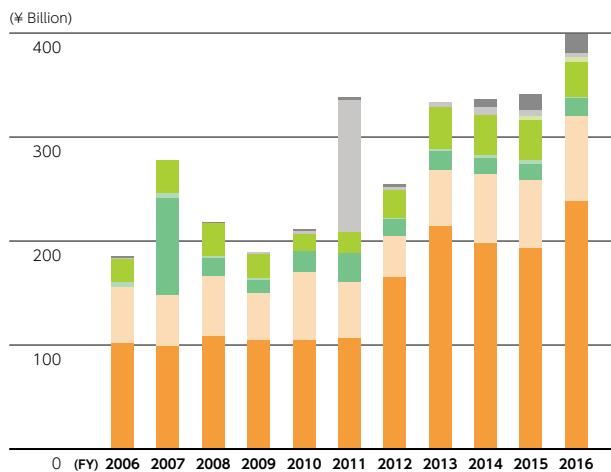
REVENUES FROM OPERATIONS



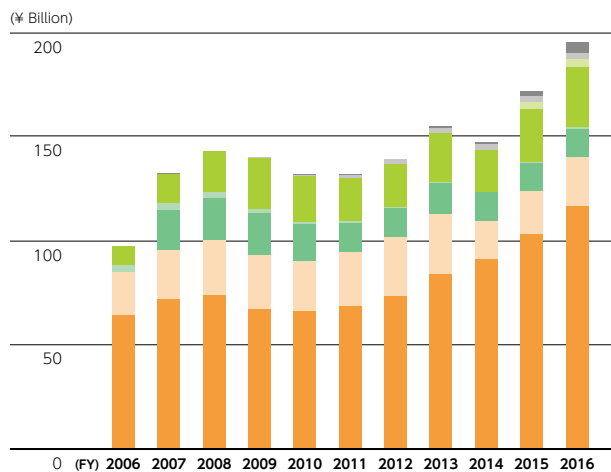
OPERATING INCOME



CAPITAL EXPENDITURES



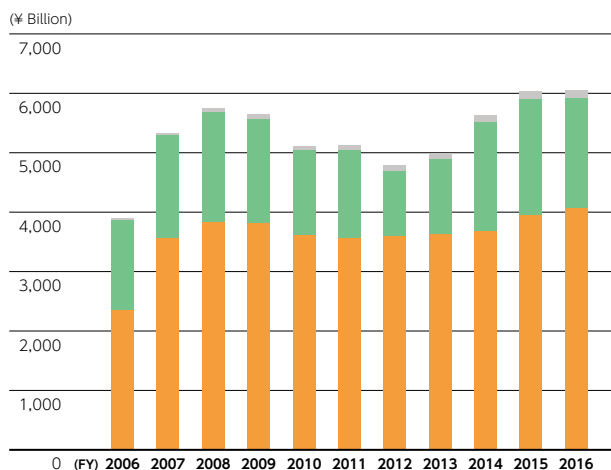
DEPRECIATION AND AMORTIZATION



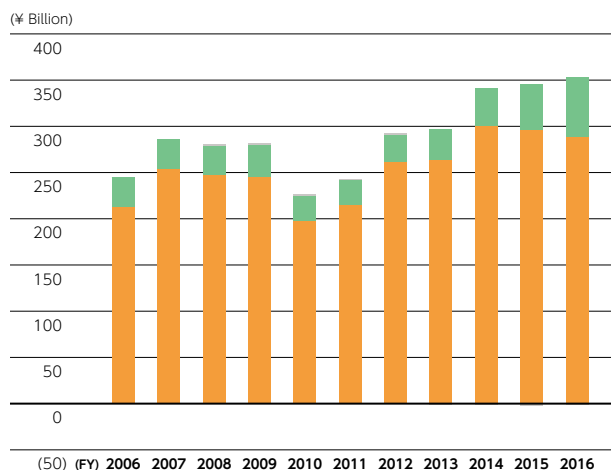
Geographic Area Segments

■ Japan
 ■ North America
 ■ Others

REVENUES FROM OPERATIONS



OPERATING INCOME



Financial Position

Interest-Bearing Debt

At fiscal years ended February 28 or 29

	（¥ Million）					（U.S.\$ Thousand）
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
Short-term loans	139,690	145,750	116,147	130,780	130,782	1,147,210
Current portion of long-term loans	88,786	124,857	100,775	70,013	101,329	888,850
Current portion of bonds	10,000	63,999	20,000	59,999	40,000	350,877
Commercial paper	21,455	-	-	-	-	-
Subtotal	259,931	334,607	236,923	260,792	272,111	2,386,938
Bonds	253,978	229,983	364,987	319,992	399,994	3,508,719
Long-term loans	198,167	281,893	332,485	367,467	360,864	3,165,473
Commercial paper	-	6,579	-	-	-	-
Subtotal	452,145	518,456	697,473	687,459	760,858	6,674,192
Total	712,077	853,064	934,396	948,252	1,032,970	9,061,140

BREAKDOWN BY SEGMENT

	（¥ Million）					（U.S.\$ Thousand）
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
Convenience store operations	29,252	132,144	115,955	132,632	132,671	1,163,780
Superstore operations	26,219	22,045	19,245	16,131	12,927	113,394
Department store operations	200,154	185,005	180,345	174,395	176,716	1,550,140
Mail order services	-	-	17,093	24,158	28,048	246,035
Others	1,500	750	-	4,810	5,850	51,315
Corporate	209,978	209,982	269,987	269,991	329,994	2,894,684
Subtotal (excluding financial services)	467,103	549,928	602,627	622,119	686,207	6,019,359
Financial services	244,973	303,136	331,768	326,132	346,763	3,041,780
Total	712,077	853,064	934,396	948,252	1,032,970	9,061,140

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.

Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 29, 2016)

	Total amount of issue	Issue date	Coupon	Redemption date
3rd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.94%	June 20, 2018
5th unsecured domestic straight bonds	20 billion yen	June 29, 2010	0.852%	June 20, 2017
6th unsecured domestic straight bonds	60 billion yen	June 29, 2010	1.399%	June 19, 2020
7th unsecured domestic straight bonds	40 billion yen	Apr. 26, 2013	0.258%	June 20, 2016
8th unsecured domestic straight bonds	40 billion yen	Apr. 26, 2013	0.383%	June 20, 2019
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
10th unsecured domestic straight bonds	30 billion yen	June 17, 2015	0.150%	June 20, 2018
11th unsecured domestic straight bonds	60 billion yen	June 17, 2015	0.514%	June 20, 2022
12th unsecured domestic straight bonds	30 billion yen	June 17, 2015	0.781%	June 20, 2025

ISSUED BY SEVEN BANK, LTD.

	Total amount of issue	Issue date	Coupon	Redemption date
6th unsecured domestic straight bonds	30 billion yen	May 31, 2012	0.398%	June 20, 2017
7th unsecured domestic straight bonds	10 billion yen	May 31, 2012	0.613%	June 20, 2019
8th unsecured domestic straight bonds	15 billion yen	Mar. 7, 2013	0.243%	Mar. 20, 2018
9th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.460%	Mar. 19, 2020
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024

Ratings

(As of March 31, 2016)

		S&P	Moody's	R&I	JCR
Seven & i Holdings Co., Ltd.	Long-term	AA-	A1	AA	AA+
Seven-Eleven Japan Co., Ltd.	Long-term	AA-	-	-	AA+
	Short-term*	A-1+	P-1	-	-
7-Eleven, Inc.	Long-term	AA-	Baa1	-	-
Seven Bank, Ltd.	Long-term	A+	-	AA	-

* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Global Retail Industry Data

Sales Ranking

■ Sales Ranking of Retailers—Worldwide in FY2015

FY2015	FY2014	Company	Country	Sales		CAGR (%)	Net income	
				(U.S.\$ Million)	(¥ Billion)		(U.S.\$ Million)	(¥ Billion)
1	1	Wal-Mart Stores	U.S.	485,651	50,993.4	3.5	17,099	1,795.4
2	2	Costco Wholesale	U.S.	112,640	11,827.2	9.5	2,088	219.2
3	6	Kroger	U.S.	108,465	11,388.8	7.2	1,747	183.4
4	4	Schwarz	Germany	102,694	10,782.9	7.7	–	–
5	5	Tesco	U.K.	99,713	10,469.9	–	(9,385)	(985.4)
6	3	Carrefour	France	98,497	10,342.2	(2.8)	1,817	190.8
7	8	Aldi	Germany	86,470	9,079.4	6.8	–	–
8	7	Metro	Germany	85,570	8,984.9	(0.8)	247	25.9
9	9	Home Depot	U.S.	83,176	8,733.5	4.7	6,345	666.2
10	11	Walgreen	U.S.	76,392	8,021.2	3.8	2,031	213.3
11	10	Target	U.S.	72,618	7,624.9	–	(1,636)	(171.8)
12	15	Amazon.com	U.S.	70,080	7,358.4	–	(241)	(25.3)
13	14	Auchan	France	69,622	7,310.3	6.2	1,046	109.8
14	12	CVS Health	U.S.	67,798	7,118.8	4.1	4,644	487.6
15	13	Casino	France	64,462	6,768.5	13.1	1,095	115.0
16	17	AEON	Japan	61,436	7,078.5	7.6	738	42.0
17	16	Edeka	Germany	60,960	6,400.8	2.9	–	–
18	20	Lowe's	U.S.	56,223	5,903.4	3.6	2,698	283.3
19	19	Seven & i Holdings	Japan	53,839 Group total sales* 97,482	6,038.9 Group total sales* 10,235.6	3.4	1,698	172.9
20	21	Rewe	Germany	51,168	5,372.6	2.4	419	44.0
21	23	E. Leclerc	France	48,573	5,100.2	5.5	–	–
22	22	Westfarmers	Australia	48,095	5,050.0	4.7	2,043	214.5
23	18	Woolworths	Australia	48,008	5,040.8	2.6	1,790	188.0
24	24	Royal Ahold	Netherlands	43,566	4,574.4	3.3	790	83.0
25	25	Best Buy	U.S.	40,339	4,235.6	(4.1)	1,235	129.7
26	28	IKEA	Netherlands	39,064	4,101.7	6.0	4,531	475.8
27	27	ITM (Intermarché)	France	38,164	4,007.2	3.1	–	–
28	26	J. Sainsbury	U.K.	37,832	3,972.4	3.3	268	28.1
29	31	Loblaws	Canada	37,812	3,970.3	6.3	48	5.0
30	30	Safeway	U.S.	36,330	3,814.7	(1.9)	113	11.9

Notes: 1. CAGR is the compound annual growth rate over a five-year period.

2. CAGR is calculated on a local currency basis in each country.

3. Exchange rate: U.S.\$1=¥105.00, except for yen-based figures for Japanese companies which are based on public information

* Group total sales represent total store sales of franchised stores in the Seven-Eleven Japan and 7-Eleven, Inc. chains.

Source: STORES Magazine, January 2016

Market Capitalization Ranking

■ Ranking by Market Capitalization of Retailers—Worldwide (As of April 28, 2016)

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(¥ Billion)				
1	Amazon.com	U.S.	283,898	30,819.9	4.9	1.26	476.34	21.21
2	Wal-Mart Stores	U.S.	216,293	23,480.7	18.1	4.68	14.72	2.69
3	Alibaba	China	191,949	20,838.0	26.2	1.56	49.02	8.16
4	Home Depot	U.S.	166,111	18,033.0	89.6	5.60	23.70	26.30
5	CVS Health	U.S.	110,550	12,001.3	13.8	4.76	21.25	2.97
6	Industria de Diseno Textil	Spain	101,016	10,966.3	26.3	1.04	31.06	7.82
7	Walgreen	U.S.	86,792	9,422.2	16.4	3.91	20.57	2.81
8	LVMH Moët Hennessy Louis Vuitton	France	85,718	9,305.5	15.5	7.97	21.20	3.11
9	Lowe's	U.S.	67,658	7,344.9	28.8	2.82	26.70	8.84
10	Costco Wholesale	U.S.	66,487	7,217.9	20.7	5.41	27.97	6.26
11	H&M Hennes & Mauritz	Sweden	52,355	5,683.6	38.1	1.77	20.28	7.30
12	TJX	U.S.	50,947	5,530.8	53.1	3.44	22.37	11.83
13	Target	U.S.	48,470	5,261.9	25.0	5.64	14.41	3.74
14	Wal-Mart de Mexico	Mexico	44,082	4,785.5	17.5	0.09	28.73	4.99
15	Seven & i Holdings	Japan	37,096	4,027.1	6.9	1.67	25.02	1.70
16	Westfarmers	Australia	36,653	3,979.1	9.6	1.65	19.70	1.94
17	Kroger	U.S.	34,572	3,753.2	33.0	2.10	17.11	5.07
18	JD.com	China	29,314	3,182.3	(27.8)	(1.30)	–	6.23
19	Fast Retailing	Japan	28,517	3,095.8	16.1	9.55	28.14	4.12
20	O'Reilly	U.S.	25,636	2,783.0	46.8	9.63	27.53	13.07
21	Dollar General	U.S.	23,209	2,519.5	21.0	4.06	19.92	4.32
22	Ross Stores	U.S.	23,080	2,505.5	43.0	2.54	22.61	9.34
23	AutoZone	U.S.	22,916	2,487.7	(69.8)	38.86	19.75	–
24	Limited Brands	U.S.	22,817	2,477.0	(1,039.8)	4.37	18.21	–
25	Loblaws	Canada	22,711	2,465.5	4.9	1.24	45.07	2.17
26	Carrefour	France	21,533	2,337.6	10.4	1.50	19.42	1.98
27	Woolworths	Australia	21,483	2,332.2	20.4	1.28	13.13	2.60
28	Tesco	U.K.	20,563	2,232.3	3.9	0.05	46.11	1.64
29	Falabella	Chile	19,059	2,069.0	14.5	0.32	24.27	3.39
30	Dollar Tree	U.S.	18,831	2,044.3	9.1	1.20	66.68	4.27

Note: Exchange rate (as of April 28, 2016): U.S.\$1=¥108.56
Source: FactSet

Profile

Performance
Overview

Global Retail
Industry Data

Retail
Environment
in Japan

Group
Business
Strategy

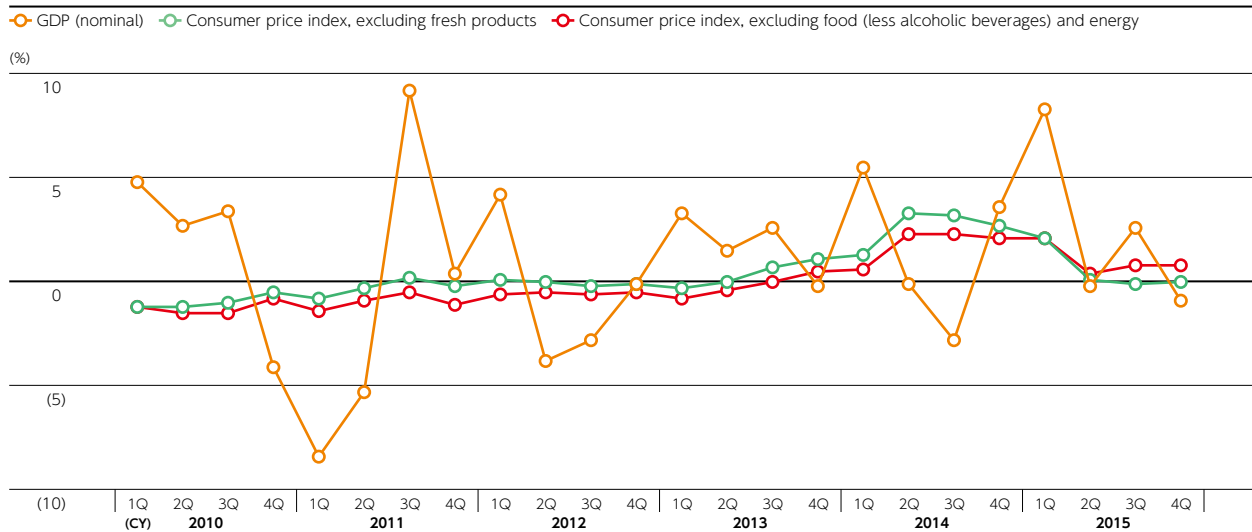
Major Group
Companies'
Data

Corporate
Data

Retail Environment in Japan

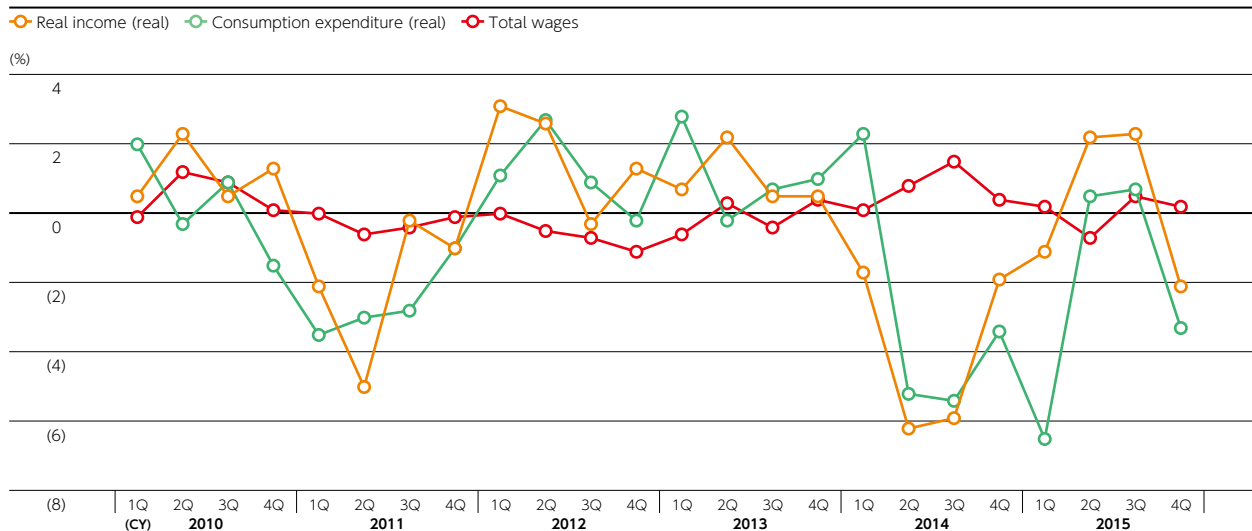
Consumer Environment

YEAR-ON-YEAR COMPARISON OF ECONOMIC INDICES OVER FOUR QUARTERS



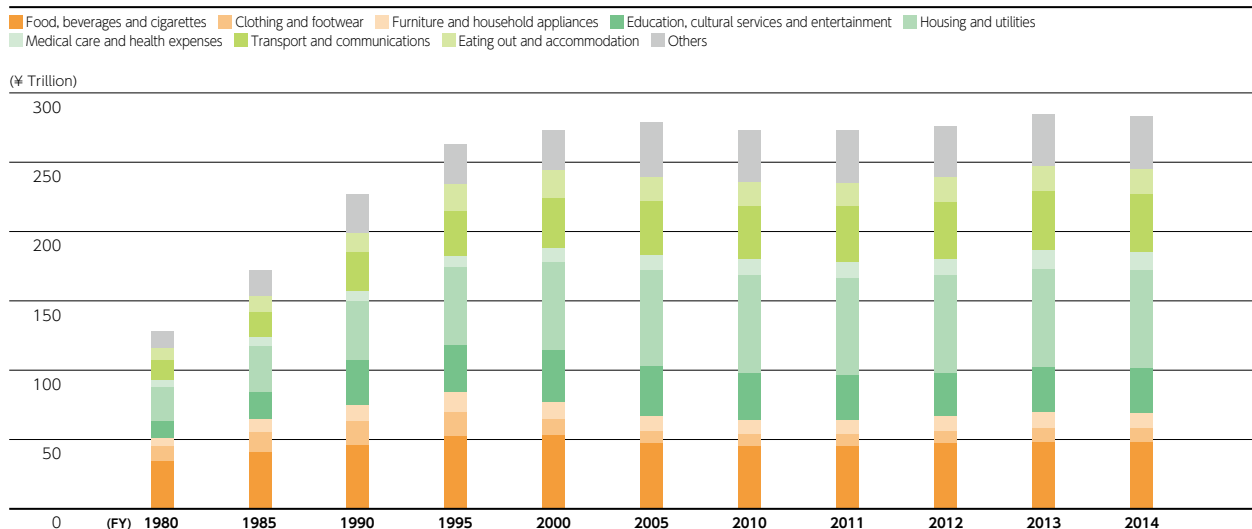
Sources: National Accounts (Economic and Social Research Institute, Cabinet Office) and Consumer Price Index (Ministry of Internal Affairs and Communications)

YEAR-ON-YEAR COMPARISON OF HOUSEHOLD CONSUMPTION INDICES OVER FOUR QUARTERS



Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications) and Monthly Labour Survey (Ministry of Health, Labour and Welfare)

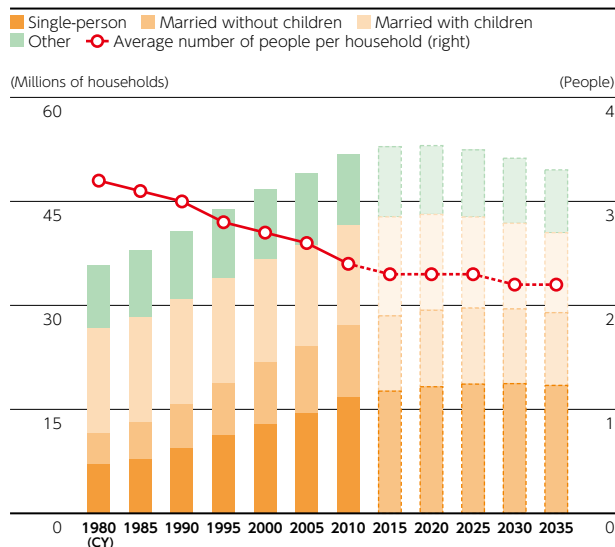
DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLDS



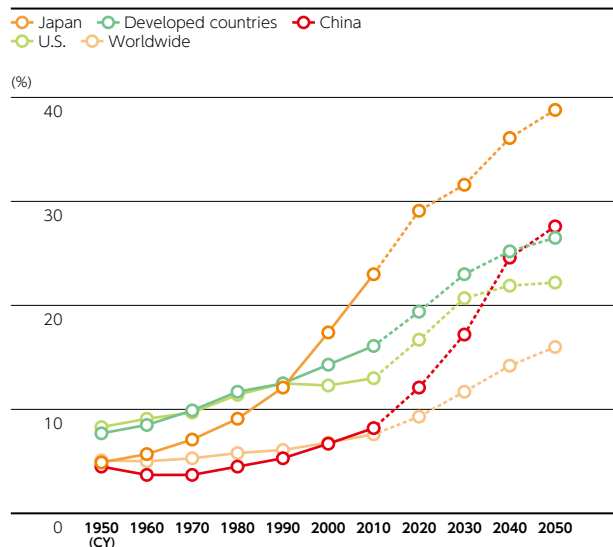
Note: The figures before 2000 are based on an old standard.

Source: National Accounts (Economic and Social Research Institute, Cabinet Office)

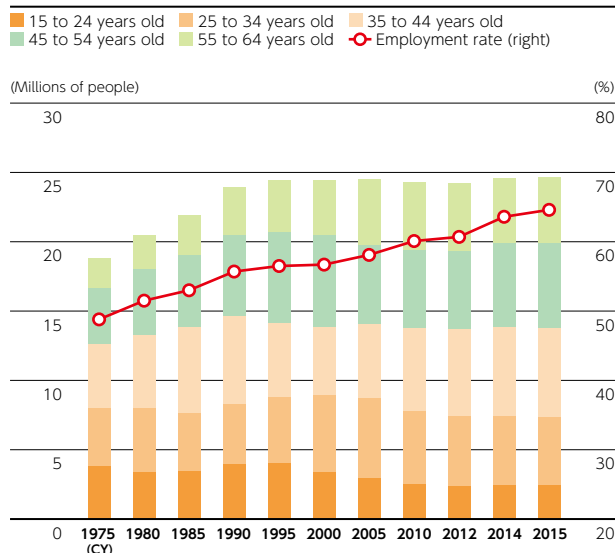
CHANGES IN THE NUMBER OF HOUSEHOLDS



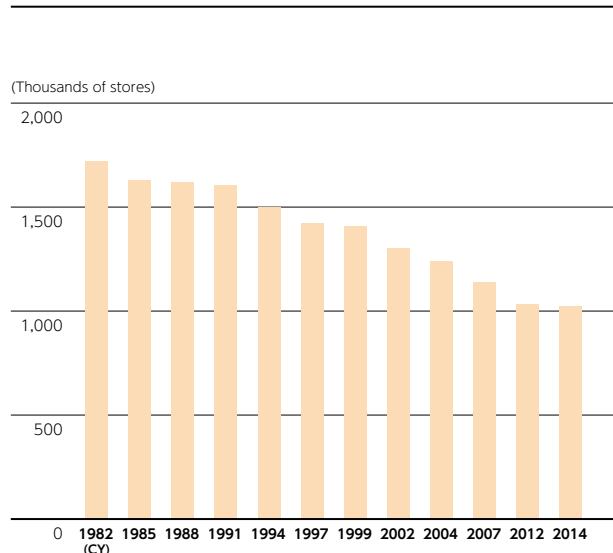
CHANGES IN THE POPULATION OF THOSE AGED OVER 65



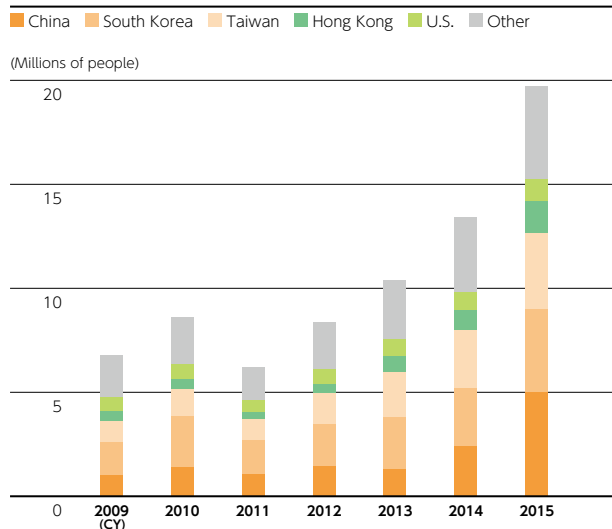
THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



TREND IN THE NUMBER OF RETAIL STORES



THE NUMBER OF FOREIGN TOURISTS



Profile

Performance Overview

Global Retail Industry Data

Retail Environment in Japan

Group Business Strategy

Major Group Companies' Data

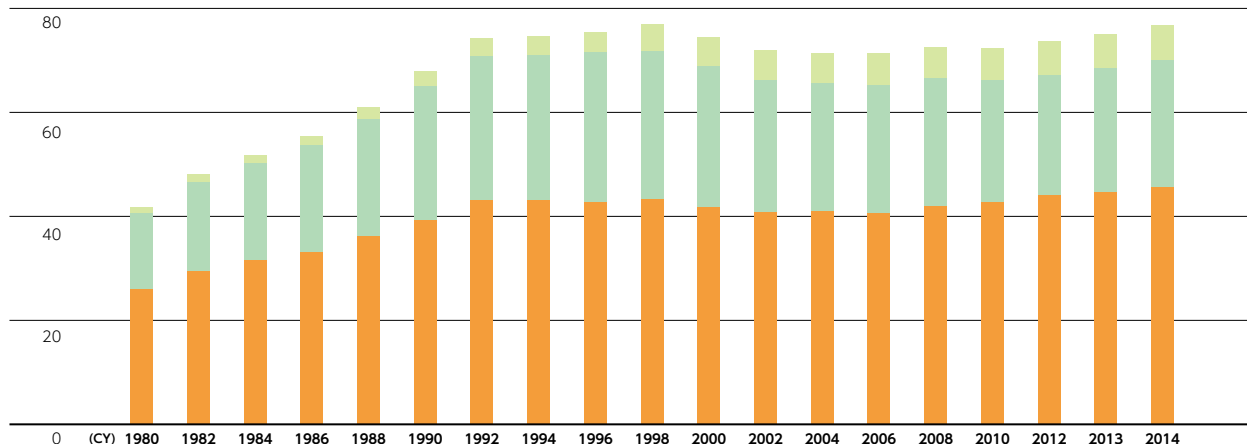
Corporate Data

Environment of the Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET

Food and beverages Food-service industry Takeout meals

(¥ Trillion)

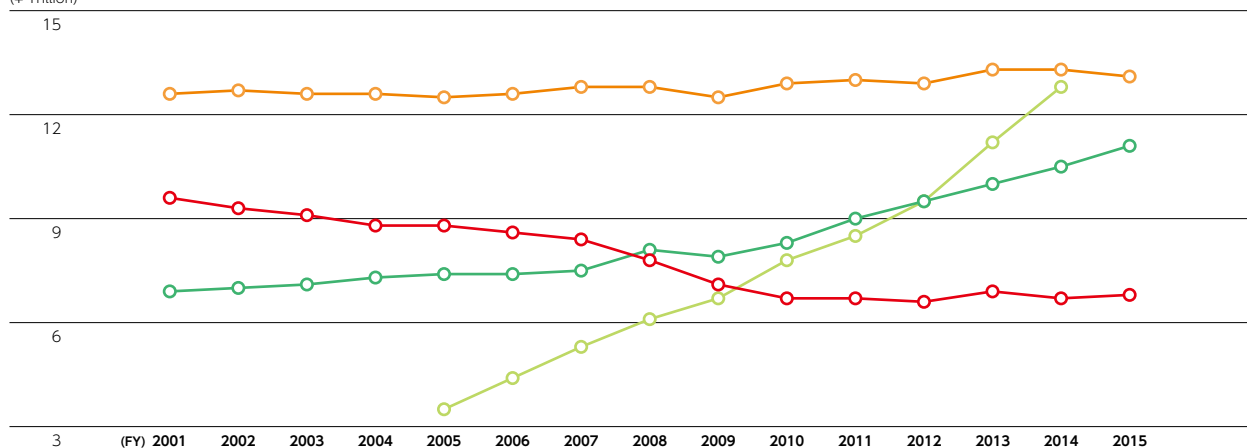


Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry) and the Foodservice Industry Research Institute

TREND IN NET SALES AT MAJOR STORE FORMATS

Department stores Supermarkets Convenience stores E-commerce (B to C)

(¥ Trillion)



Source: Current Survey of Commerce, E-Commerce Market Survey (Ministry of Economy, Trade and Industry)

YEAR-ON-YEAR COMPARISON OF GROWTH IN EXISTING-STORE SALES AT MAJOR STORE FORMATS

Department stores Supermarkets Convenience stores

(%)



Sources: Japan Department Stores Association, Japan Chain Stores Association and Japan Franchise Association

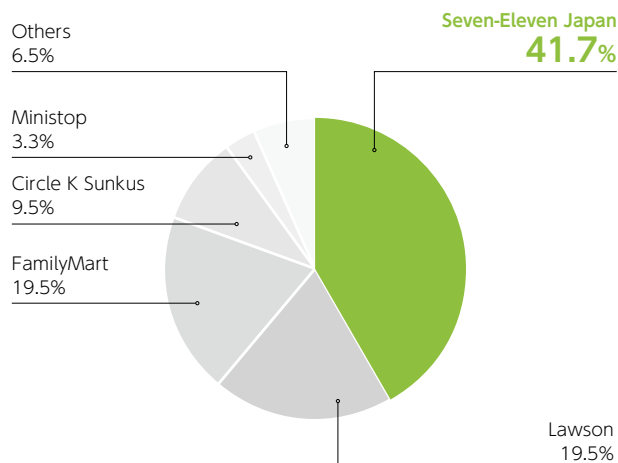
Major Group Companies' Market Share in Japan (Nonconsolidated)

AMONG TOP FIVE FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2016 (¥ Billion)	Share (%)
Convenience stores total market*1	10,281.0	100.0
1 Seven-Eleven Japan	4,291.0	41.7
2 Lawson*2	2,006.1	19.5
3 FamilyMart	2,005.5	19.5
4 Circle K Sunkus*2	974.5	9.5
5 Ministop	336.3	3.3
Others	667.4	6.5
Top five combined	9,613.6	93.5

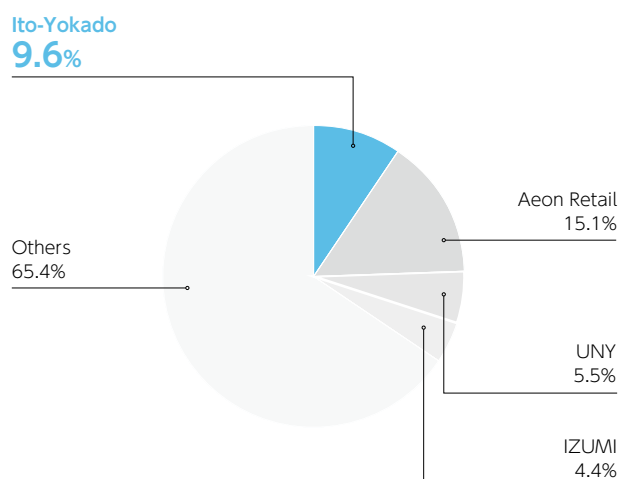
*1 Figures for convenience stores and chain stores are simple sums of sales from March 2015 to February 2016, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

*2 Total store sales of Lawson and Circle K Sunkus represent the respective simple sums of the nonconsolidated net sales of each company and the net sales of their domestic convenience store subsidiaries.



AMONG TOP FOUR FOR NET SALES AT SUPERSTORES

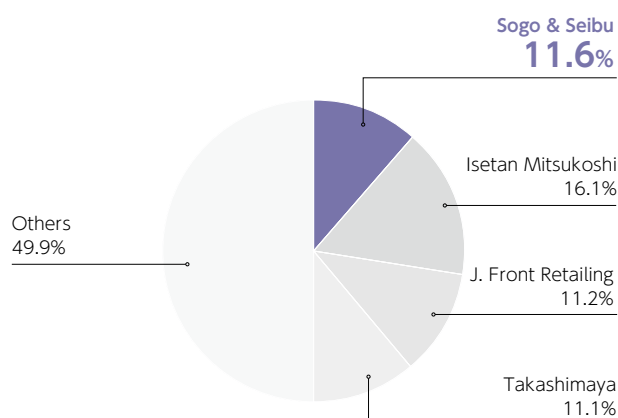
	FY2016 (¥ Billion)	Share (%)
Superstores total market	13,147.3	100.0
1 Aeon Retail	1,990.5	15.1
2 Ito-Yokado	1,255.6	9.6
3 UNY	716.9	5.5
4 IZUMI	580.5	4.4
Others	8,603.6	65.4
Top four combined	4,543.6	34.6
<Reference>		
York-Benimaru	406.2	3.1
York Mart	140.1	1.1



AMONG TOP FOUR FOR NET SALES AT DEPARTMENT STORES

	FY2016 (¥ Billion)	Share (%)
Department stores total market	6,792.2	100.0
1 Isetan Mitsukoshi	1,094.4	16.1
2 Sogo & Seibu	790.7	11.6
3 J. Front Retailing	763.2	11.2
4 Takashimaya	755.0	11.1
Others	3,388.8	49.9
Top four combined	3,403.4	50.1

Note: Net sales of Isetan Mitsukoshi, J. Front Retailing and Takashimaya represent simplified sums of their subsidiaries of domestic department stores.



Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry) and the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report

Group Business Strategy

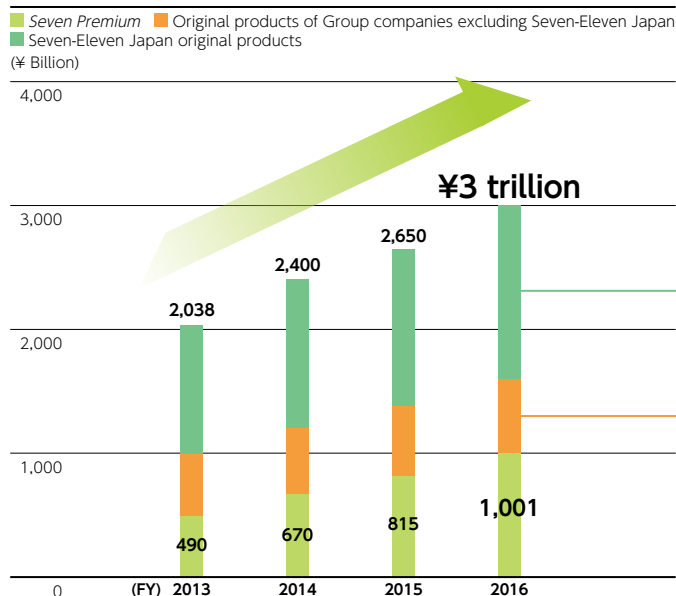
Merchandising

Group Merchandising Initiatives

The Seven & i Group is aiming to further increase both sales and income. One strategy is to pursue benefits of scale, such as private-brand product development and consolidated Group purchasing of merchandise and raw materials. Another focus is on building a distribution system that is totally optimized.

By the fiscal year ended February 29, 2016, we achieved annual sales of ¥3 trillion for Seven & i Group original products, of which *Seven Premium* contributed ¥1,001 billion. For the fiscal year ending February 28, 2017, we have set an annual sales target of ¥1.2 trillion for *Seven Premium*.

SEVEN & i GROUP ORIGINAL PRODUCT SALES



SEPT PREMIÈRES

GALLORIA



LIMITED EDITION

Addressing Regional Characteristics

The Seven & i Group is offering customers new ways to receive products to respond to their needs in detail and promotes product development in line with regional preferences.

For example, Seven-Eleven Japan has evolved the relationship between stores and the Head Office since its foundation, incorporating regional characteristics into merchandising and store operations.

Seven Premium

Under its private brand, *Seven Premium*, the Group has developed products for Seven-Eleven Japan, including rice-based products, sandwiches, noodles, and others. Leveraging the methods for original product development that we have cultivated along the way, we are developing by concentrating the infrastructure, product development expertise, and sales capabilities of our Group companies.

POSITIONING FOR PRIVATE-BRAND PRODUCTS



○Seven Premium

- A wide-ranging product lineup from basic daily necessities to products meeting the needs of diversifying lifestyles
- Quality on par with or exceeding that of national brands at a very reasonable price

○Seven Gold

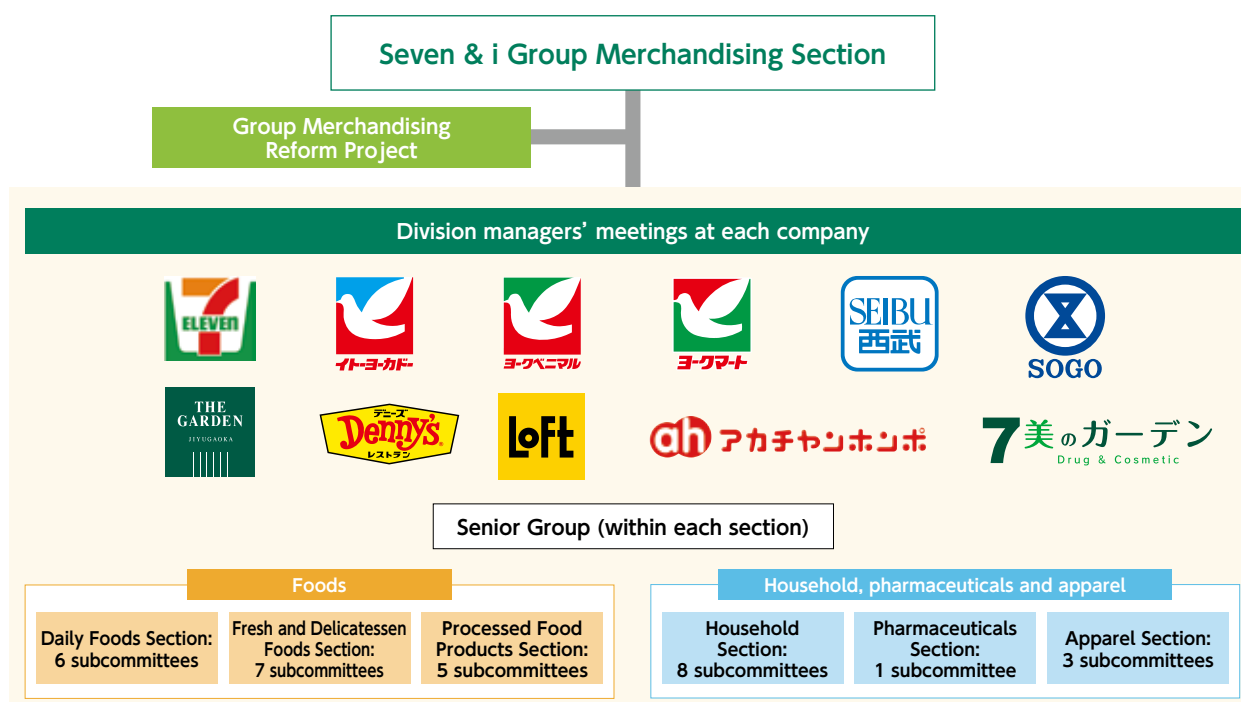
- *Seven Gold* products in the *Seven Premium* brand are developed to meet the needs of those who wish to try something a little more tasty as a luxury
- Equal to or better than the quality of products from specialty stores and popular stores at a reasonable price

○Seven Lifestyle

- Miscellaneous goods offered under the concept of "Adding Higher Quality to Everyday Lives"
- A lineup paying careful attention to details of design and ingredients

Product Development Process

Product development staff in Seven & i Group companies are organized into six sections and 30 subcommittees to conduct joint product development with product manufacturers.



Development of Seven Premium

2006	Nov.	Launched the "Group Merchandising Reform Project"
2007	May	Started sales of <i>Seven Premium</i>
	Aug.	Started sales at Seven-Eleven Japan
	Nov.	Started sales of household goods
2008	Mar.	Started sales of processed fresh foods
2009	Jan.	Received the "Most Excellent Award, Nikkei Award" at the 2008 Nikkei Superior Products and Services Awards
	Feb.	Started sales at SEIBU Ikebukuro
	July	Launched the "Premium Life Enhancement Committee," a website community for product development that invites customers to participate
	Nov.	Started sales of wine simultaneously in Japan and North America as the Group's first private-brand product for the global market
2010	Sept.	Started sales of <i>Seven Gold</i>
2011	Mar.	Launched a new brand strategy Sweeping overhaul of product content, logo, and packaging
2012	May	Started sales of miscellaneous goods private-brand <i>Seven Lifestyle</i>
	July	Started sales of apparel
	Nov.	Launched private-brand beer product developed by a major Japanese brewer
2013	May	Launched <i>Golden Bread</i>
2014	Aug.	Started sales of eco-friendly <i>Seven Premium</i> products using timber from forest thinning and recycled PET bottle film
2015	Dec.	Acquired certification from the U.S. Organic Content Standard and launched sales of environmentally and socially considerate products
2016	Feb.	Achieved ¥1 trillion in <i>Seven Premium</i> sales in FY2016

PROMOTING RENEWAL OF SEVEN PREMIUM

Around 50% of *Seven Premium*'s higher-selling existing products are renewed each year.

Through the Premium Life Enhancement Committee, a website community for product development that invites customers to participate, we research customers' opinions, create test products and conduct monitoring trials until we are satisfied. This process enables us to develop products that offer high quality at an agreeable price.

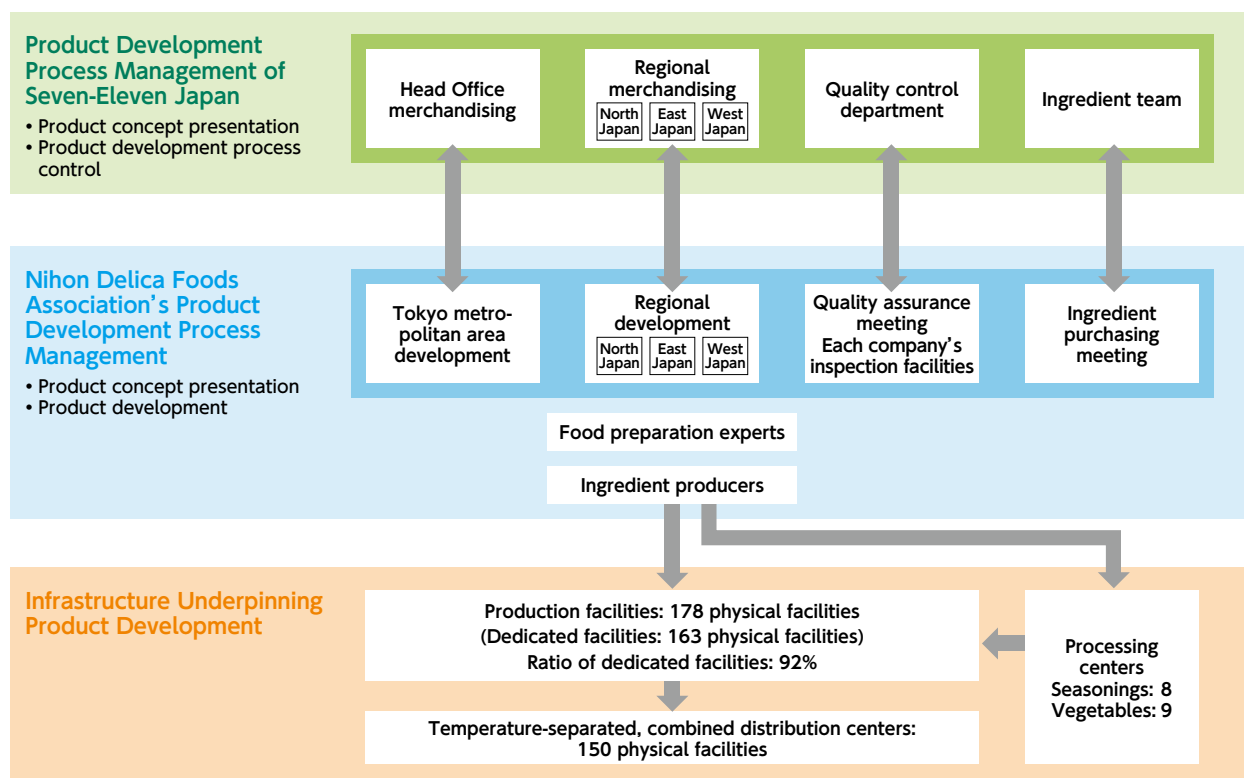
PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR

The number of products that sold over ¥1 billion per year in FY2016 was 175 items, an increase of 31 items year on year.



Original Daily Food Product Development by Seven-Eleven Japan

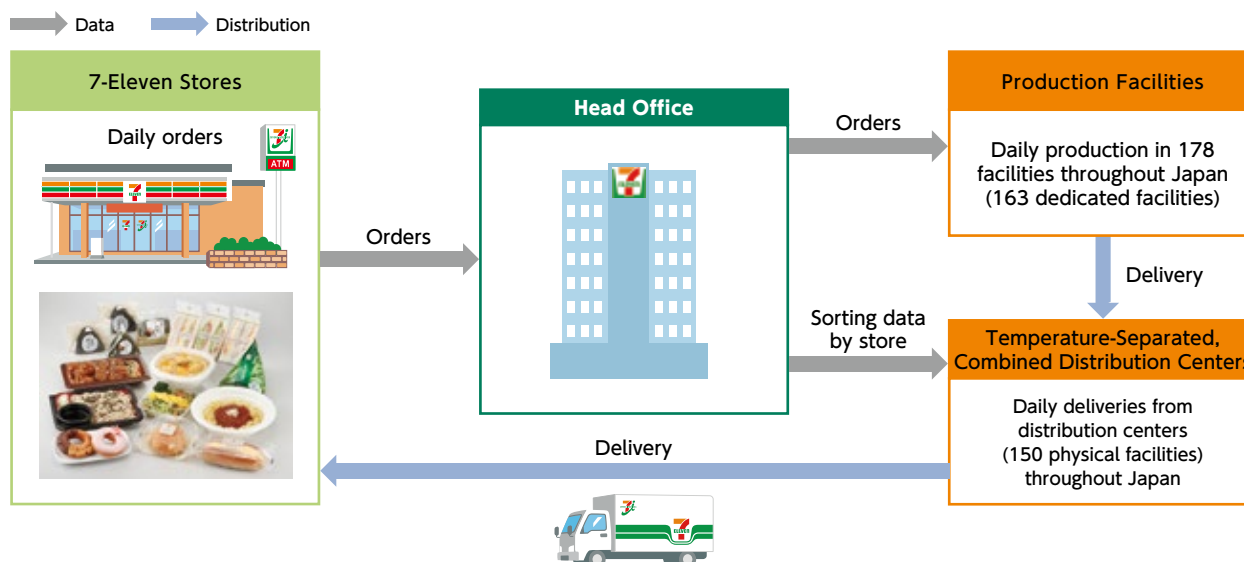
Food Product Development System



Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 70 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop products, manage quality, procure ingredients, and implement environmental measures.
2. Figures for the development system, the number of dedicated production facilities, combined distribution centers, and processing centers are as of February 29, 2016.

Supply System for Original Daily Food Products

Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturers and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.



Distribution Systems

■ Combined Delivery System

Seven & i Group companies adopted a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores in the same truck. The combined distribution centers are operated by third parties.

TEMPERATURE-SEPARATED COMBINED DISTRIBUTION SYSTEM OF SEVEN-ELEVEN JAPAN



(As of February 29, 2016)

	Number of distribution centers	Number of physical facilities
5°C	71	5°C 10 20°C 14 Shared 61
20°C	75	
-20°C	19	19
Subtotal	165	104
Ambient temperature	-	46
Total	-	150

Note: The number of distribution centers represents the distribution centers counted by product categories where multiple product categories were handled in one distribution center.

PROCESSING CENTERS AND PERISHABLES DISTRIBUTION CENTERS

Seven-Eleven Japan

Seasoning packaging centers	8
Vegetable processing centers	9

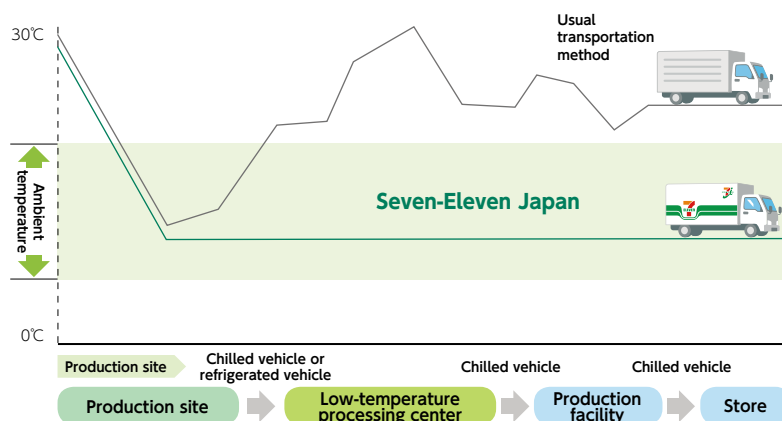
Ito-Yokado

Perishables distribution centers	13
Vegetables and fruits centers	4

York-Benimaru

Perishables distribution centers	6
----------------------------------	---

■ Cold Chain



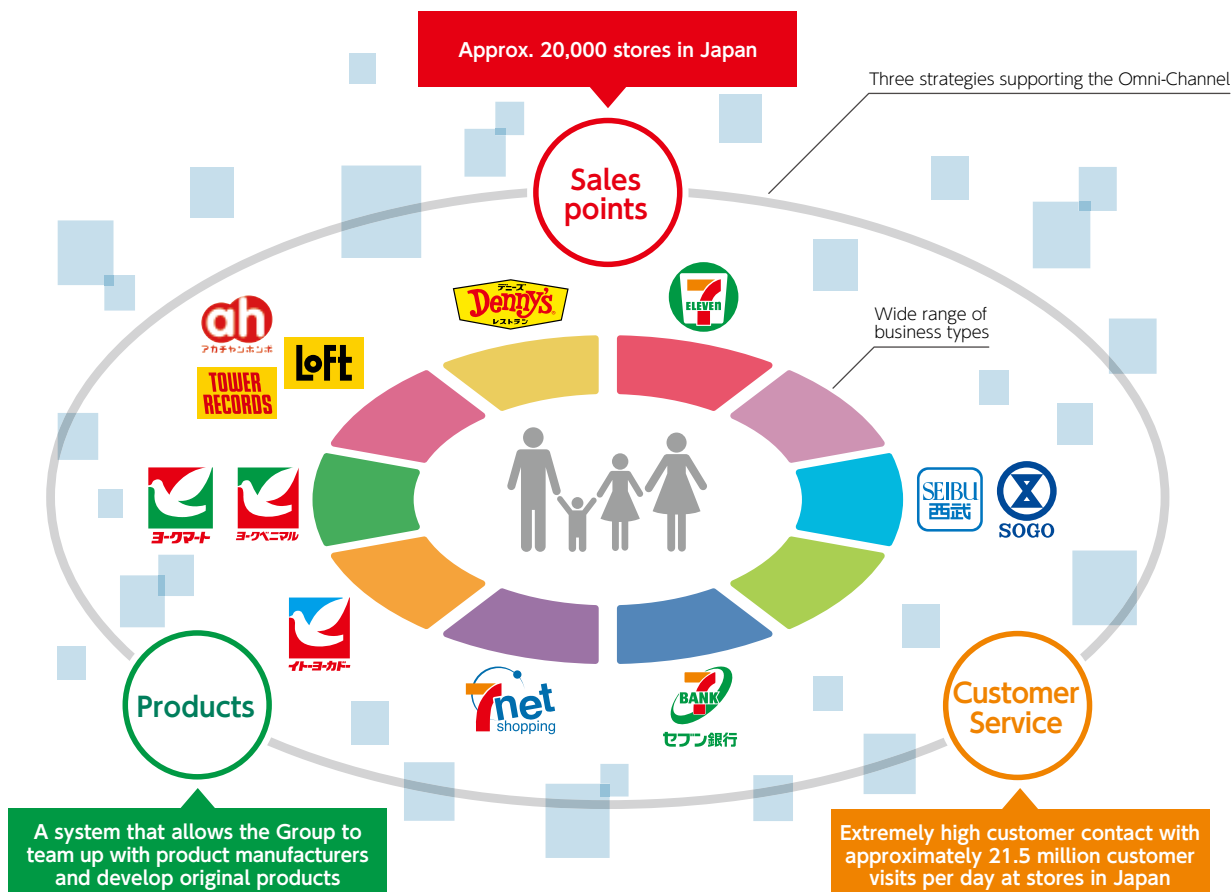
Freshness Managed from the Field to the Store

We have implemented a cold chain (refrigerated distribution network) for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature in their journey in the delivery vehicle, through the sorting center, and from the production facility to the store.

Omni-Channel Strategy

■ Omni-Channel

Omni-Channel refers to a retail format for providing all customers with a seamless shopping experience of ordering, payment, and receiving products by integrating various sales channels such as real stores and online stores. By merging Internet-based services and the Seven & i Group's competitive advantage in real stores across a wide array of business formats such as convenience stores, supermarkets, superstores, department stores, and specialty stores, the Group aims to advance its sales points, products, and customer service to realize the Omni-Channel retail format for providing services that meet individual customers' needs. These efforts led to the grand opening of *omni7* in November 2015.



The Convenience of *omni7*

Receiving	<ul style="list-style-type: none"> 7-Eleven stores, 24-hour pick-up throughout Japan Free shipping and handling charges when receiving goods at Group stores
Payment	In addition to online payments, payment at Group stores is also possible
Returns and refunds	Products can be returned or refunded easily at anytime through 7-Eleven stores

■ *omni7* Services

omni7 has "site sales" and "store sales" services. In the "site sales" service, products are purchased on the Internet and then delivered to customers' homes or nearby Group stores for pick-up. The "store sales" service enables customers to order directly to real stores via the Internet, and the products are delivered from the stores. E-commerce sales combining these two services and Nissen amounted to ¥141.8 million in FY2016.

	Site sales					Store sales	
	Seven Net Shopping	Ito-Yokado Internet Mail-Order	Sogo & Seibu e-depart	Akachan Honpo Internet Mail-Order	THE LOFT Internet Mail-Order	Ito-Yokado Net Supermarket	Seven-Meal
Handled categories	Books, CDs, DVDs, etc.	Food, household goods, etc.	Cosmetics, premium sundries, etc.	Baby sundries, etc.	Miscellaneous goods	Food including fresh food, household goods, etc.	Boxed lunches, <i>sozai</i> prepared dishes, etc.
E-commerce sales	¥8.6 billion	¥0.5 billion	¥2.3 billion	¥6.5 billion	¥0.1 billion	¥46.8 billion	¥25.0 billion
Number of members	Approx. 1.55 million					Approx. 2.20 million	Approx. 0.77 million

Note: Sales are for FY2016, and number of members is as of February 29, 2016

■ Ito-Yokado's *Net Supermarket*

Ito-Yokado stores manage *Net Supermarket*. Stores receive orders from customers in their catchment area over the Internet, and fresh products from the stores are delivered at a designated time in as little as four hours, for the same price as in the stores.

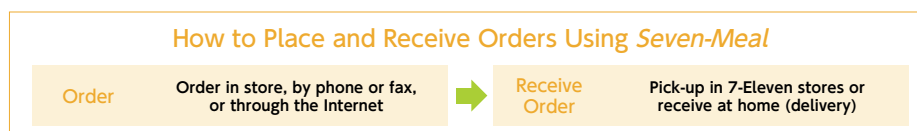
Products delivered daily are selected by professionals at each sales section and delivered directly to each store by a driver dedicated to the *Net Supermarket*. There are 10 shipments per day (excluding some stores).

In addition, in March 2015, Ito-Yokado established the Seven & i *Net Supermarket* Nishi Nippori store to serve as a business base for the Tokyo metropolitan area where Ito-Yokado has not opened nor could provide a *Net Supermarket* despite high latent needs. This is the first dedicated *Net Supermarket* store in the industry and it is equipped with specialized equipment and systems that enable it to handle as many as 2,000 orders daily, approximately five times the number of a regular store.



■ Meal Delivery Service *Seven-Meal*

This is an original Seven-Eleven Japan service for delivering merchandise such as special daily lunch sets and delicatessen food sets, each produced under the direction of a nutritionist. Delivery is free for orders of ¥500 (including tax) or over and costs ¥123 per delivery for smaller orders.



■ Progress with the Omni-Channel Strategy

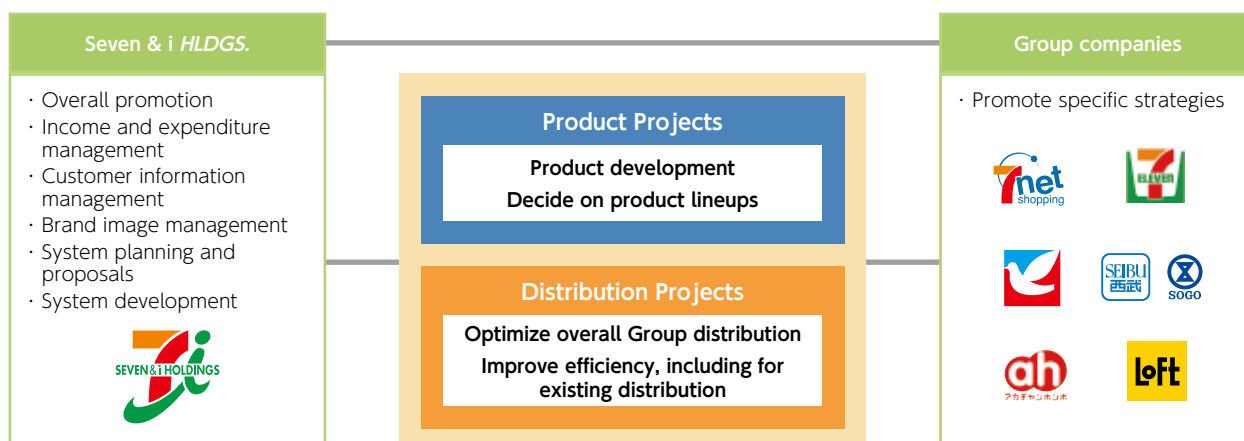
The Seven & i Group is promoting the Omni-Channel Strategy as its second growth stage. The Omni-Channel is intended to contribute to the entire Group's earnings, with Seven & i HLDGS. bearing the cost of the development investment and operational expense of the integrated system and each operating company bearing the costs of distribution and its website operation expenses and the like to elicit an ambitious spirit.

● Establishment of Omni-Channel Promotion Teams

Seven & i HLDGS. is mainly responsible for promoting the Omni-Channel Strategy, managing its income and expenditure, and planning and proposing in regard to the system. All major Group companies have established a department responsible for promoting the Omni-Channel Strategy throughout the entire Group along with the other Group companies.

● Building of a Dedicated Product Development System

Dedicated projects have been established for product development and distribution, with teams made up of the people in charge of product development and distribution at each Group company. Product development projects in particular are led by the president of each Group company, who manages progress in this area.



Store-Opening Policy

Group Store-Opening Strategy

The Seven & i Group develops stores in several formats within an area. Since each format has its own customer motivation factors and catchment area, the Group can achieve a high-density store-opening strategy across the different formats.

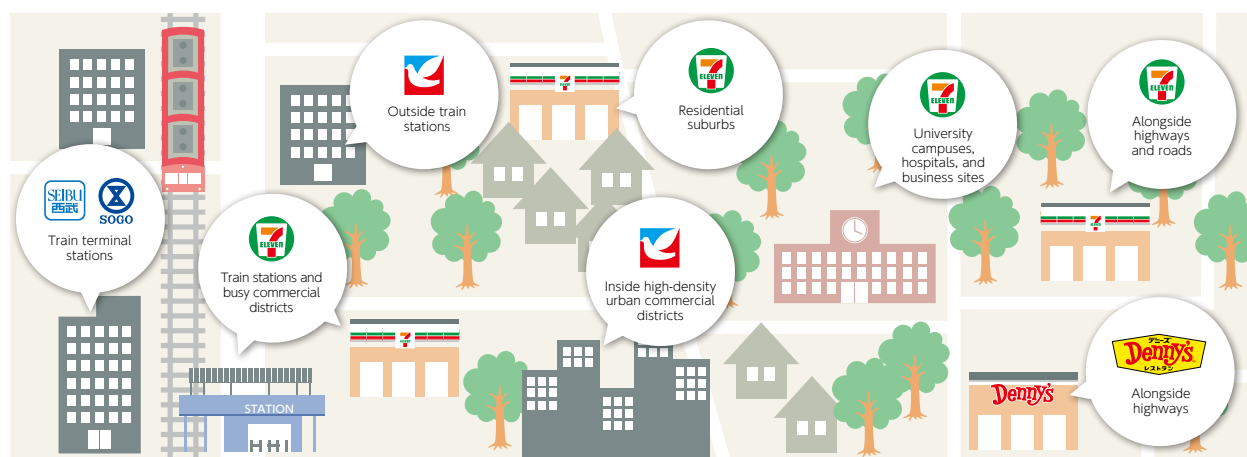
■ Market Concentration Strategy

Our fundamental strategy for openings in Group companies is market concentration. This involves opening a high concentration of stores within one area.

Effects of Market Concentration Strategy

- Greater familiarity with customers
- Efficient construction of production bases
- Effective sales promotions
- Efficient construction of distribution structures
- Improved quality of management consultation services for franchised stores
- Prevent entry by competitors

■ Market Concentration Strategy by Store Format



■ Store-Opening Policy by Store Format

Format	Store brand	Store development
Convenience store	7-Eleven	<ul style="list-style-type: none"> • Formed market concentration mainly in residential areas in the 1990s and in urban areas after 2000 • Implemented scrap-and-build strategy for revitalizing existing stores • In addition to the standard roadside-type stores, extended store openings in special locations, including train stations, business sites and universities • From November 2010, provision of support for store openings by franchisees who will operate two or more stores • Stores in 46 prefectures as of the end of February 2016
Superstore	Ito-Yokado	<ul style="list-style-type: none"> • Formed market concentration primarily in the Kanto region • Implemented store structure reform to make efficient use of key specialty stores both inside and outside of the Group
Shopping center	Ario	<ul style="list-style-type: none"> • Operate 18 shopping centers • Assembled tenants with Ito-Yokado as the anchor tenant
Supermarket	York-Benimaru	<ul style="list-style-type: none"> • York-Benimaru formed market concentration in the southern Tohoku and northern Kanto regions, aiming for a 300-store network over the medium to long term • York-Benimaru formed market concentration in the southern Kanto region
	York Mart	
Department store	SEIBU	<ul style="list-style-type: none"> • Developed two department store brands, SEIBU and Sogo • Seven key stores are Ikebukuro, Yokohama, Chiba, Kobe, Hiroshima, Shibuya, and Omiya • According to their characteristics, stores are classified into "key stores," "regional leader stores," or "suburban stores" • Operate small-sized department stores in Ario and Ito-Yokado stores
	Sogo	
Restaurant	Denny's	<ul style="list-style-type: none"> • Operate stores in 16 prefectures nationwide, primarily in the Kanto region
Specialty store	Akachan Honpo	<ul style="list-style-type: none"> • Operate stores primarily in shopping centers in 30 prefectures • Open 46 stores primarily in Ito-Yokado, Ario, and other stores operated by Group companies
	THE LOFT	<ul style="list-style-type: none"> • Operate stores primarily in department stores and shopping centers in 31 prefectures • Open 39 stores in SEIBU, Sogo, Ito-Yokado, Ario, and other stores operated by Group companies

Note: The number of stores and store development areas are as of February 29, 2016.

Store Network in Japan

Seven & i HLDGS. focuses on the business factors that will make each and every store a success, creating stores to suit regional characteristics, rather than simply expanding the number of stores.

Total Sales of Major Group Companies by Prefecture for FY2015



7-Eleven



Ito-Yokado's Ario



York-Benimaru



York Mart



Sogo



SEIBU



Denny's



Akachan Honpo












THE LOFT



Domestic Store Network

(No. of stores as of February 29, 2016)

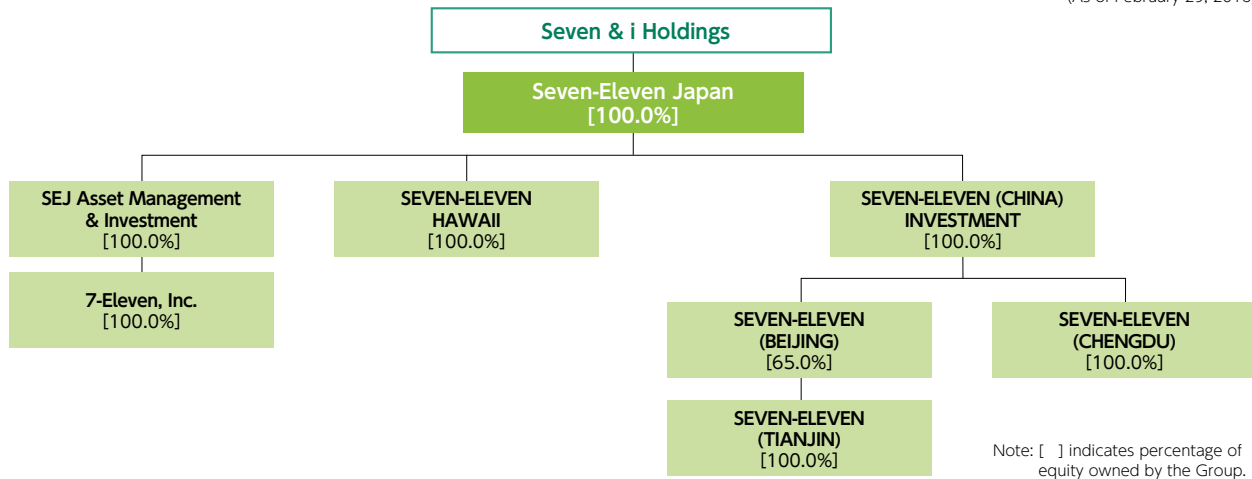
					 			
Hokkaido	941	11	–	–	1	6	3	2
Tohoku	1,190	10	144	–	1	19	4	5
Kanto	7,328	131	61	76	12	339	48	54
Chubu	3,186	16	–	–	2	84	17	13
Kinki	2,464	11	–	–	5	19	21	16
Chugoku	1,145	3	–	–	1	2	6	6
Shikoku	288	–	–	–	1	–	2	3
Kyushu	2,030	–	–	–	–	–	2	3
Total	18,572	182	205	76	23	469	103	102

Global Strategy

Capital Relationships in the Group's Convenience Store Operations

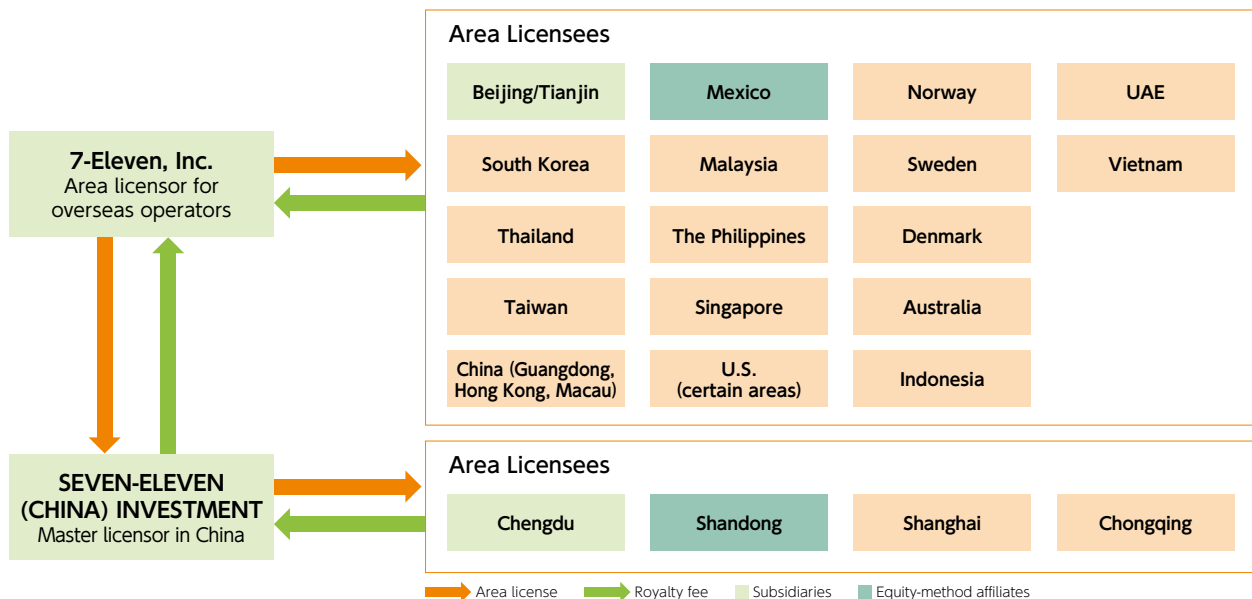
Seven & i Holdings' subsidiaries and affiliates operate 7-Eleven convenience stores in Japan, North and Central America, and China (Beijing, Tianjin, Chengdu, and Shandong). In countries and regions where the Company has no local subsidiaries, leading corporate groups operate 7-Eleven stores as area licensees.

(As of February 29, 2016)



Overseas Licensing Scheme

7-Eleven, Inc. is responsible for granting area licenses to overseas operators of 7-Eleven stores excluding Japan and Hawaii. Royalty fees paid by area licensees are included in other income of 7-Eleven, Inc.



Number of 7-Eleven Stores Worldwide

TREND IN THE NUMBER OF 7-ELEVEN STORES

(Stores)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Japan	11,735	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572
U.S. and Canada	6,564	6,683	6,782	6,972	7,188	7,752	8,545	8,641	8,646	8,868
South Korea	1,421	1,750	1,995	2,186	3,145	5,249	6,986	7,085	7,231	8,000
Thailand	3,785	4,279	4,778	5,270	5,790	6,276	6,822	7,429	8,127	8,832
Taiwan	4,385	4,705	4,800	4,744	4,750	4,801	4,852	4,919	5,040	5,029
China	1,105	1,358	1,512	1,670	1,711	1,792	1,919	2,001	2,064	2,182
Others	2,840	3,104	3,573	4,101	4,477	5,110	5,563	6,039	6,682	7,228
Total	31,835	33,913	35,738	37,696	40,293	44,985	49,759	52,433	55,281	58,711

Note: Figures are as of the end of December, excluding figures for Japan which are as of the end of February of the following year.

7-Eleven Store Operators around the World

Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	8,832
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	8,000
Taiwan/China (Shanghai)	President Chain Store Corp. [Uni-President Enterprises Corp.]	5,110
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	1,944
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,879
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,727
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	1,602
Australia	7-Eleven Stores Pty. Ltd.	626
Norway/Sweden/Denmark	Reitan Servicehandel [Reitangruppen AS]	530
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	458
U.S.	Resort Retailers, Inc. Southwest Convenience Stores, Inc.	305
Indonesia	PT Modern Sevel Indonesia [PT Modern Internasional Tbk]	187
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhong di Group Co., Ltd.]	32
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	25
UAE	SEVEN EMIRATES INVESTMENT L.L.C	2
Vietnam	Seven System Vietnam Co., Ltd.	–

Notes: 1. The number of stores is as of December 31, 2015.
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
3. Plan to open a store in Vietnam in 2017.

Support Program for Existing Area Licensees

To enhance the value of the 7-Eleven brand, Seven-Eleven Japan and 7-Eleven, Inc. master licensors have developed a program to improve the operation level of area licensees around the world. The program is being implemented among new area licensees in the UAE and Vietnam, as well as among existing area licensees in South Korea, Singapore, Hong Kong and Macau, and is planned to expand further going forward.

Contents of the support program

1. Provide support and advice for store operations, etc.

- Methodologies for quality improvement of existing products and development of new products with a focus on fast food
- Methodologies for store operations by area and counseling by operation field consultants
- Comprehensive support for store development, logistics, construction & equipment and IT systems, etc.

2. Establish a model store

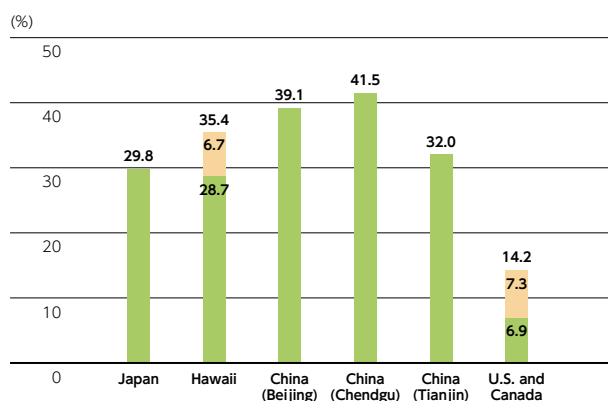
- Remodel an existing store and execute enhanced product assortment and display, as well as friendly service based on Seven-Eleven Japan's experience
- Roll out successful cases of model stores to other existing stores, build model areas, and support franchise business management methods

3. Management candidate training at Seven-Eleven Japan

- Accept trainees from three departments, store operations, merchandising and store development
- Conduct classroom and on-the-job training at each department

Worldwide 7-Eleven Fast Food Sales

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2016



U.S. and Canada



China (Beijing)

Notes: 1. ■ represents counter-served drinks such as Slurpees and coffee.
2. Percentages for Hawaii, U.S., and Canada are calculated using merchandise sales.
3. The end of the fiscal year for overseas subsidiaries is December 31, 2015.

Operations in China

In China, the Seven & i Group is developing convenience stores and superstores. We also share information across business sectors and jointly develop products.

(February 29, 2016)

	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience stores	Jan. 2004	Apr. 15, 2004	U.S.\$35 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 65.0% Beijing Wang fu jing Department Store Group Co., Ltd. 25.0% China National Sugar & Alcohol Group 10.0%
SEVEN-ELEVEN (CHENGDU) Co., Ltd.	Convenience stores	Dec. 2010	Mar. 17, 2011	U.S.\$46 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 100.0%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company and 7-Eleven's master licensor in China*	Sept. 2012	-	CNY626.2 million	Seven-Eleven Japan Co., Ltd. 100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience stores	Nov. 2012	Nov. 2012	CNY124.6 million	SEVEN-ELEVEN (BEIJING) CO., LTD. 100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience stores	June 2012	Nov. 2012	CNY210 million	Zhongdi Group Co., Ltd. 65.0% Seven-Eleven Japan Co., Ltd. 20.0% SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 15.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstores	Sept. 1997	Apr. 28, 1998	U.S.\$65 million	Ito-Yokado Co., Ltd. 75.8% ITOCHU Group 12.3% China National Sugar & Alcohol Group 12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstores	Dec. 1996	Nov. 21, 1997	U.S.\$23 million	Ito-Yokado (China) Investment Co., Ltd. 75.0% China National Sugar & Alcohol Group 12.0% ITOCHU Corp. 8.0% CITYWELL (CHENGDU) DEVELOPMENT CO., LTD. 5.0%
Ito-Yokado (China) Investment Co., Ltd.	Investment company in China	July 2012	-	U.S.\$47.2 million	Ito-Yokado Co., Ltd. 100.0%

* Excluding Beijing, Tianjin, and Hebei, as well as Guangdong, Hong Kong and Macau, which are already covered by an area license granted by 7-Eleven, Inc.

Sales Trend

(¥ Million)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Chengdu Ito-Yokado	15,611	19,682	26,690	36,738	41,192	48,048	50,672	53,513	62,788	70,650	79,686
Hua Tang Yokado	20,585	26,514	33,901	36,369	31,932	30,008	28,477	27,902	34,015	31,814	24,066
SEVEN-ELEVEN (BEIJING)	882	1,997	3,563	4,686	5,204	5,874	7,754	11,273	14,458	17,983	21,781
SEVEN-ELEVEN (TIANJIN)	-	-	-	-	-	-	-	-	3,136	3,783	4,623
SEVEN-ELEVEN (CHENGDU)	-	-	-	-	-	-	517	1,909	3,505	4,204	4,036
Exchange rate (CNY1=)	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18	¥19.23

Notes: 1. Sales exclude value added tax.

2. All companies' fiscal year-ends are on December 31.



Chengdu Ito-Yokado



Hua Tang Yokado



SEVEN-ELEVEN (BEIJING)



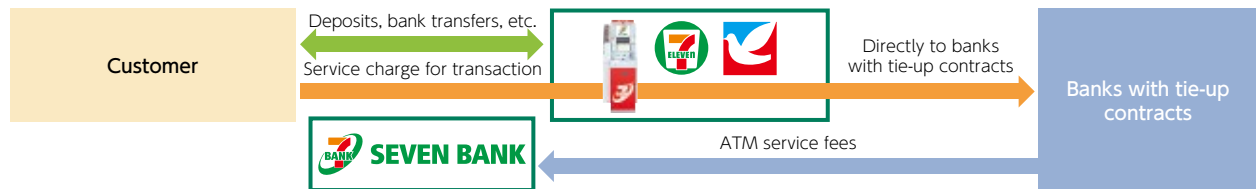
SEVEN-ELEVEN (CHENGDU)

Financial Services

Bank Business

ATM Services

As of the end of March 2016, Seven Bank has tie-up contracts with 595 financial institutions and the like, and ATMs have been installed in 7-Eleven stores and other stores of Group companies in Japan. The main source of earnings in this business is fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by card holders of these banks.



International Money Transfer Service

Since March 2011, Seven Bank has offered an international money transfer service to meet the needs of foreigners who live in Japan or Japanese people who have family or friends living abroad.

The number of transfers in FY2016 was 816,000, approximately 1.3 times more than the previous fiscal year.

Features of Seven Bank's International Money Transfer Service

- (1) Money can be transferred in principle 24 hours a day, every day of the year from a Seven Bank account via an ATM, PC, smartphone or mobile phone
- (2) Simple and reasonable transfer fees
- (3) Transfers can be received at over 510,000 locations affiliated with Western Union in over 200 countries and regions around the world
- (4) Money can be received in as little as a few minutes from completion of the transfer



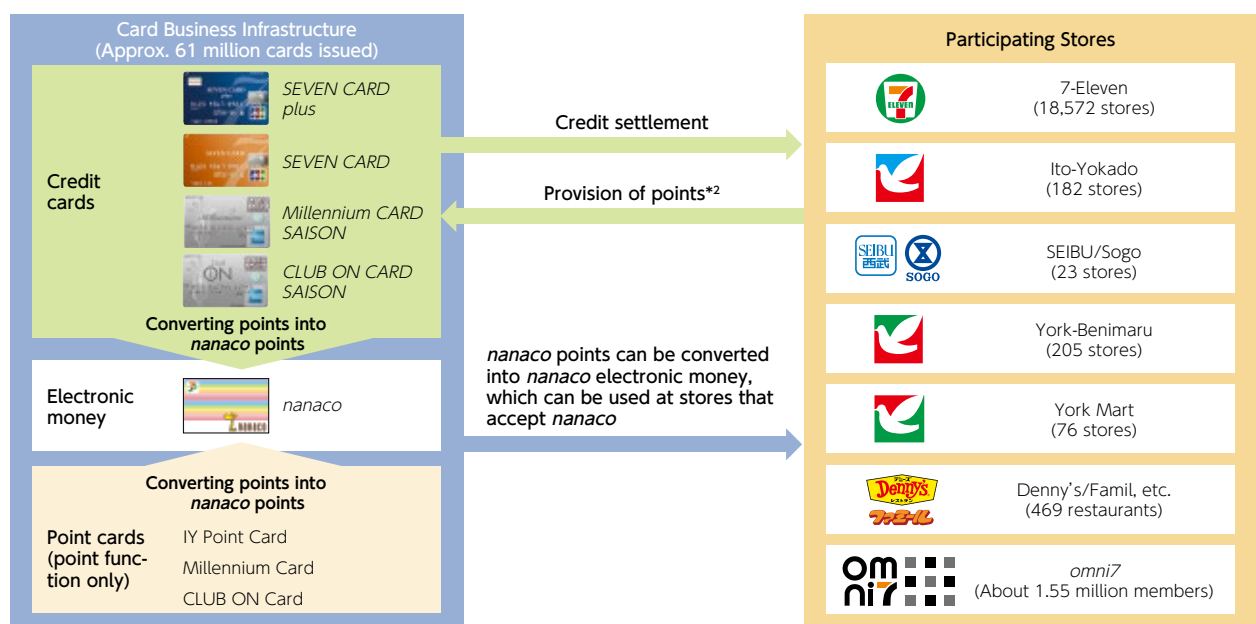
Card Business

Group Card Business

The Seven & i Group has issued over 61 million cards, and we are promoting a card strategy that allows members to utilize Group company cards between Group company stores. In addition, to encourage use of credit cards and electronic money at Group company stores, the whole Group is working to develop a shared point service linked to credit card transactions and to promote card service strategies for the entire Group.

Seven & i Point Service

To encourage customers to utilize Seven & i Group company stores, we provide the *Seven & i Point Service**1.



Notes: 1. The numbers of cards issued, stores, and omni7 members are as of February 29, 2016.

2. Points can also be used in the previous way as points in the issuer's program.

*1 Points collected through the use of Group company credit cards are designated within the *Seven & i Point Service*, which gives preferential treatment for points earned from purchases made at Group companies. Points accumulated at Group companies, which are amassed and can be used as *nanaco* points, fall under the *nanaco Point Club*.

*2 Excluding York-Benimaru Co., Ltd.

Major Group Companies' Data

Convenience Stores

Seven-Eleven Japan

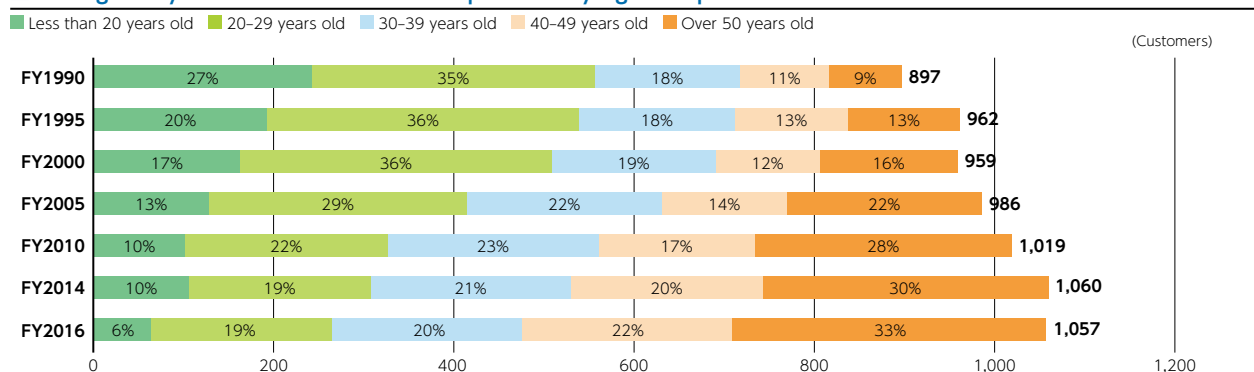
(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	549,111	576,186	617,559	679,561	736,343	793,661
Selling, general and administrative expenses	301,538	326,216	364,893	397,767	439,785	481,362
Operating income	169,152	183,160	186,763	212,785	223,356	235,033
Ordinary income	176,144	189,759	194,104	220,927	232,593	256,726
Net income	102,049	100,738	112,446	134,371	136,924	162,910
Capital expenditures	56,989	93,644	112,514	124,350	129,438	124,543
Depreciation and amortization*1	30,831	38,368	46,292	39,002	47,698	51,784
Total assets	1,358,837	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836
Net assets	1,068,453	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737
Total store sales	2,947,606	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067
Processed food	828,277	872,616	926,229	979,348	1,034,131	1,115,677
Fast food	792,906	852,933	940,263	1,077,661	1,186,445	1,278,738
Daily food	359,607	403,503	449,080	487,783	517,065	579,294
Nonfood	966,814	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357
Existing store sales increase*2	2.2 %	6.7 %	1.3 %	2.3 %	2.4 %	2.9 %
Number of customers	1.1 %	2.6 %	0.5 %	2.4 %	0.7 %	1.3 %
Average spending per customer	1.1 %	4.0 %	0.8 %	(0.1)%	1.7 %	1.6 %
Average daily sales per store (¥ Thousand)	629	669	668	664	655	656
Average daily sales per store of new stores (¥ Thousand)	554	570	527	522	513	530
Merchandise gross profit margin	30.5%	29.7%	30.0%	30.7%	31.4%	31.6%
Processed food	38.3%	38.3%	38.2%	38.7%	38.8%	38.9%
Fast food	34.1%	34.3%	34.3%	35.1%	35.7%	35.5%
Daily food	33.3%	33.2%	33.1%	33.2%	33.1%	33.2%
Nonfood	19.8%	18.6%	19.1%	19.6%	20.7%	20.9%
Number of stores	13,232	14,005	15,072	16,319	17,491	18,572
Openings	939	1,201	1,354	1,579	1,602	1,651
Closures	460	428	287	332	430	570
Relocations, etc.	393	346	237	255	347	450
Franchised stores	12,789	13,607	14,638	15,879	17,021	18,071
Type A	4,340	4,263	4,244	4,333	4,353	4,448
Type C	8,449	9,344	10,394	11,546	12,668	13,623
Provisional management contracts	1	1	1	0	0	0
Directly operated stores	442	397	433	440	470	501
Ratio of stores with liquor license	98.8%	98.9%	98.9%	99.0%	98.9%	98.7%
Ratio of stores with cigarette license	91.7%	92.8%	94.1%	94.8%	95.5%	95.5%
Total sales floor space (m²)	1,641,368	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550
Full-time employees (fiscal year-end)	5,729	5,686	6,070	6,567	7,191	8,054
Payment acceptance services						
Number of transactions (thousand)	342,427	358,732	384,913	402,999	418,845	439,138
Total value of transactions (¥ Million)	3,242,657	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 From FY2014, growth rates in existing stores are shown using the new standard.

Average Daily Number of Customer Visits per Store by Age Group



Source: Customer Survey by Seven-Eleven Japan

7-Eleven, Inc.

(Fiscal year-end December, ¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations*1	-	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838
Revenues from operations (U.S.\$ Thousand)	-	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570
Other operating revenues from above*2	-	133,997	149,593	192,656	219,307	271,081
Selling, general and administrative expenses	-	208,726	226,458	307,975	341,225	395,162
Selling, general and administrative expenses (U.S.\$ Thousand)	-	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107
Operating income	33,328	32,737	38,175	51,207	59,651	77,478
Operating income (U.S.\$ Thousand)	379,633	410,238	478,326	523,971	563,868	639,790
Net income	18,918	22,413	22,378	29,738	35,870	45,181
Net income (U.S.\$ Thousand)	215,492	280,865	280,397	304,295	339,077	373,093
Capital expenditures	48,996	103,475	155,440	80,195	63,226	159,772
Depreciation and amortization	37,444	37,180	39,794	53,404	56,482	65,381
Total assets	472,566	510,901	726,876	903,326	1,088,910	1,137,495
Net assets	283,833	307,359	378,486	514,957	658,465	681,404
Total store sales	1,470,632	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422
Processed food	328,528	330,041	370,882	500,880	567,290	695,119
Fast food	137,693	136,335	146,891	187,673	216,881	261,947
Daily food	58,442	58,393	62,226	81,057	93,544	110,427
Nonfood	359,241	351,902	374,099	501,514	553,712	661,355
Merchandise	883,905	876,672	954,100	1,271,126	1,431,429	1,728,848
Gasoline	586,726	747,423	898,062	1,370,054	1,403,035	1,221,573
Existing store sales increase (U.S. merchandise sales)*3	1.5%	2.8%	2.9%	1.0%	3.1%	5.8%
Average daily sales per store (¥ Thousand)	381	349	350	424	473	569
Average daily sales per store (U.S.\$)	4,335	4,372	4,383	4,340	4,472	4,695
Merchandise gross profit margin	35.1%	34.7%	35.2%	34.8%	34.5%	34.6%
Gasoline sales (thousand gallons)	-	-	-	3,884,838	4,001,566	4,292,288
Gasoline retail gross profit (cents/gallon)	-	-	-	20.29	20.81	19.80
Exchange rate (Income statements) (U.S.\$1=)	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10
Exchange rate (Balance sheets) (U.S.\$1=)	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61
Number of stores	6,610	7,149	8,118	8,292	8,297	8,500
Openings	303	643	1,078	462	238	344
Closures	82	104	109	288	233	141
Franchised stores	5,064	5,437	5,870	6,219	6,390	6,752
Directly operated stores	1,546	1,712	2,248	2,073	1,907	1,748
Stores with gas station	2,481	2,719	3,195	3,300	3,165	3,168
Total sales floor space (m ²)	1,066,020	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825
Full-time employees*4	13,263	13,596	17,330	16,553	15,591	14,379

Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.

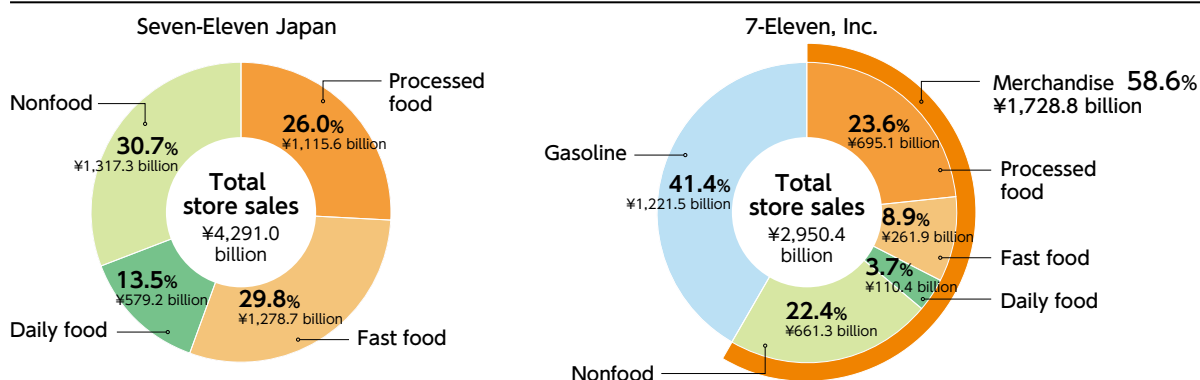
*1 From the fiscal year ended December 2011, 7-Eleven, Inc. changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount." The gross amount of revenues from operations in the fiscal year ended December 2010 was ¥1,463,796 million. Moreover, product sales from directly operated stores, gasoline sales, and other operating revenues are included in revenues from operations.

*2 Other operating revenues includes franchise commission from franchised stores, franchise agreement fees, royalty fees paid by area licensees, and so forth.

*3 Existing store sales increase is calculated in U.S. dollars.

*4 The numbers of full-time employees are as of the end of February for each fiscal year.

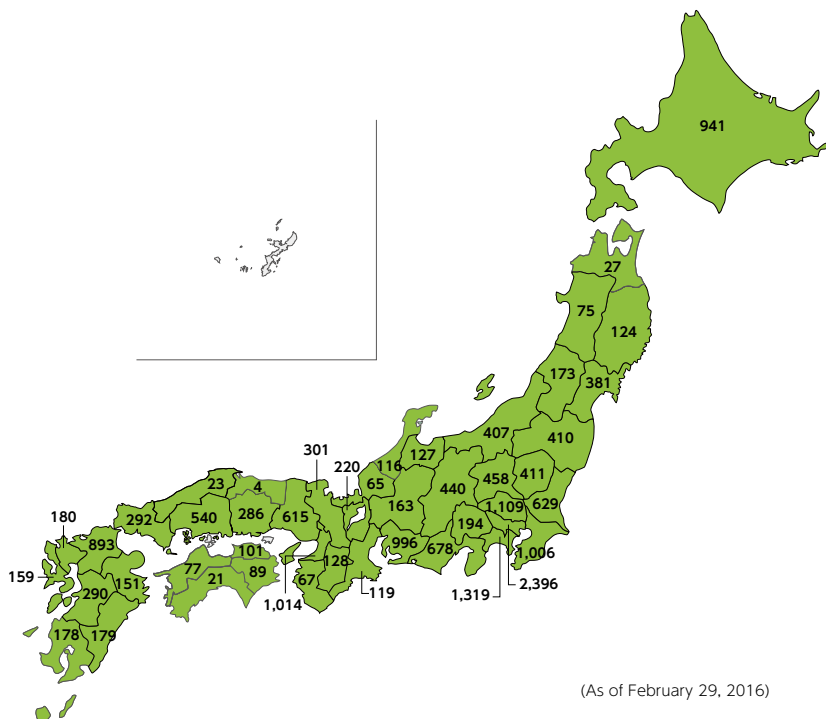
■ Sales Composition by Product



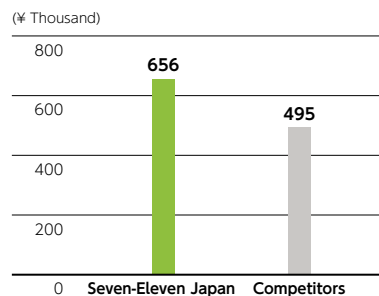
Convenience Stores

■ Store Network

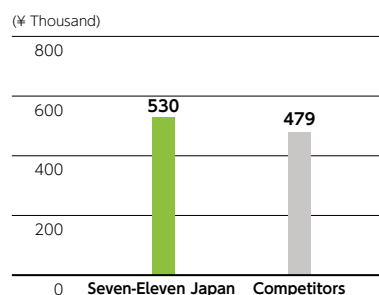
Seven-Eleven Japan



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Note: Competitors' information is the simple average of three major convenience store chains (FY2016).

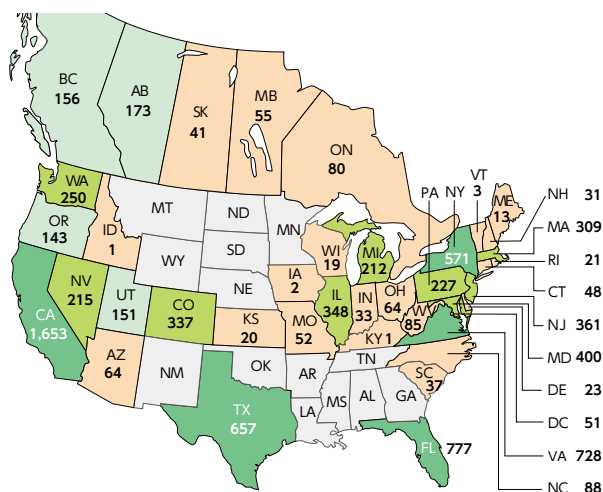
Number of Major Convenience Store Chains in Japan

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Seven-Eleven Japan	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572
Lawson	8,587	9,527	9,761	9,994	10,457	11,130	11,606	12,276	12,395
FamilyMart	7,187	7,404	7,688	8,248	8,834	9,481	10,547	11,328	11,656
Circle K Sunkus	6,139	6,166	6,219	6,274	6,169	6,242	6,359	6,353	6,350
Other CVS	7,158	6,652	6,498	5,888	5,326	5,420	5,163	4,932	5,174
Nationwide	41,105	42,047	42,919	43,636	44,791	47,345	49,994	52,380	54,147

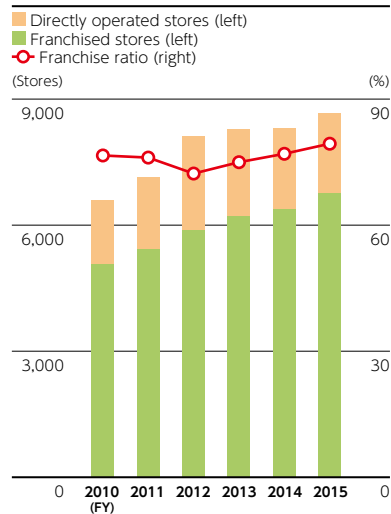
Sources: Japan Franchise Association and public information of each company

7-Eleven, Inc.

Number of stores: ■ 500~ ■ 200~499 ■ 100~199 ■ ~99 (As of December 31, 2015)

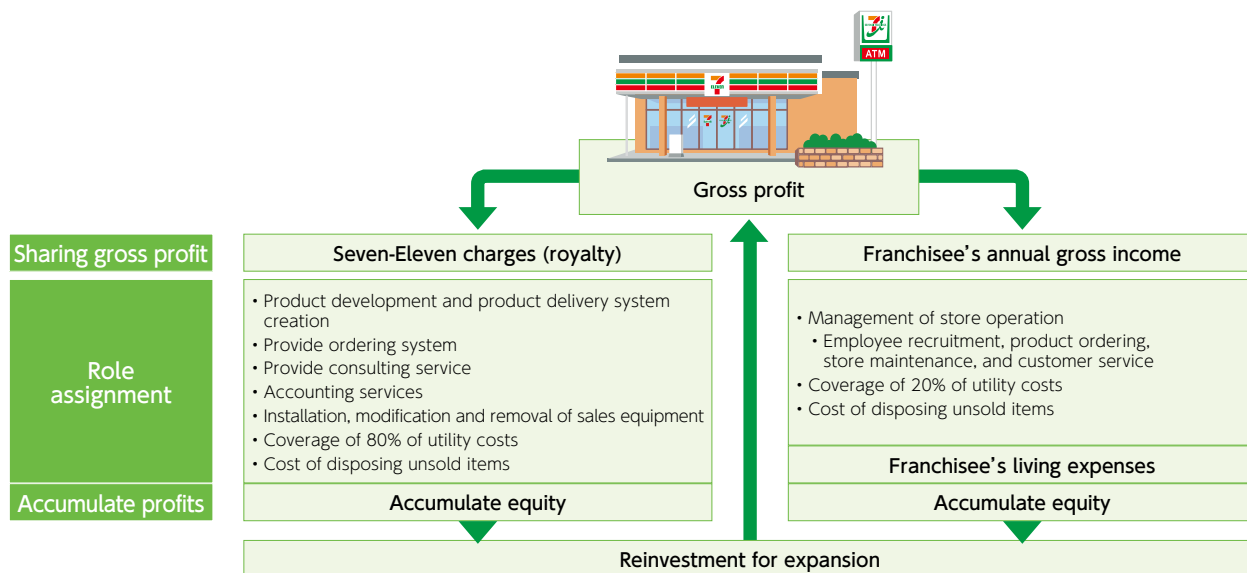


TRENDS IN STORE TYPE



■ Seven-Eleven Japan's Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



Contract Type of Franchised Stores

	Type A (4,448 stores)	Type C (13,623 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings	Seven-Eleven Japan provides	
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%	Franchisee 20%
Seven-Eleven charges (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
Incentive system for multi-store operation	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered When one franchisee operates two or more 7-Eleven stores, a 3% incentive discount on the franchise fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the “incentive for stores open over five years” is applied to the new store from the beginning of its operation.	
Cost of disposing unsold items	Seven-Eleven Japan 15%	Franchisee 85%
Minimum guarantee	¥19 million (Franchisee's annual gross profit)	¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores is as of February 29, 2016.

2. The conditions of the Seven-Eleven charges (royalty) and minimum guarantee apply to stores that are open for 24 hours a day.

3. Gross profit is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.

4. Franchisee's gross profit is equal to gross profit minus Seven-Eleven charges (royalty).

■ Comparison of 7-Eleven in Japan and the U.S./Canada

	Japan	U.S./Canada
Store-related		
Number of stores by type*1	A-type franchised stores	4,448
	C-type franchised stores	13,623
	Directly operated stores	501
	(As of February 29, 2016)	(As of December 31, 2015)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 160 m ²
Stores with gas stations	121 stores*4	3,168 stores
Products and services		
Number of items per store	Approximately 2,900 items	Approximately 2,500 items
Services	ATM Payment acceptance service Express package delivery service Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco Point Service	ATM Payment acceptance service Sales of gift cards Sales of prepaid mobile phones
Payment methods	Cash/electronic money/credit card	Cash/credit card/debit card/check

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.

*2 BCP: Business Conversion Program

*3 Most common size of store sales floor spaces.

*4 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with EMG Marketing Godo Kaisha (Exxon Mobil).

Superstores

Ito-Yokado

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	1,373,670	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586
Net sales	1,349,345	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608
Apparel	255,052	240,068	230,807	204,051	193,354	187,047
Household goods	189,481	173,049	160,916	165,297	153,506	142,811
Food	656,491	648,506	623,571	608,343	592,913	601,672
Merchandise sales	1,101,024	1,061,624	1,015,295	977,692	939,774	931,531
Tenants	233,056	252,709	271,258	287,874	301,376	314,612
Other	15,264	19,964	16,369	15,048	12,145	9,464
Selling, general and administrative expenses	353,884	350,981	342,502	335,771	333,118	334,380
Operating income	2,155	10,554	9,009	11,236	1,859	(13,980)
Ordinary income	5,124	13,471	15,223	13,071	4,142	(13,405)
Net income	6,696	(520)	1,687	5,333	(6,881)	(23,923)
Capital expenditures*1	37,492	18,074	30,578	47,943	41,067	34,279
Depreciation and amortization*2	14,573	16,822	15,937	10,014	11,137	13,125
Total assets	779,389	790,851	791,020	807,425	817,735	799,073
Net assets	601,182	597,601	599,857	608,444	606,327	581,223
Existing store sales increase (decrease)	(2.5)%	(2.6)%	(4.3)%	(4.6)%	(4.5)%	0.2 %
Number of customers	(1.3)%	(4.6)%	(5.2)%	(4.3)%	(5.7)%	(0.1)%
Average spending per customer	(1.2)%	2.0 %	1.0 %	(0.4)%	1.3 %	0.4 %
Merchandise gross profit margin	29.1 %	29.7 %	29.9 %	30.2 %	29.9 %	28.6 %
Number of stores	170	173	174	179	181	182
Openings	6	5	3	9	3	3
Closures	10	2	2	4	1	2
Total sales floor space (m ²)	2,673,225	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078
Directly managed sales floor space (m ²)	1,678,730	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958
Sales per square meter (¥ Thousand)*3	645	636	613	597	572	585
Full-time employees (fiscal year-end)	9,484	9,136	8,672	8,289	8,029	7,820
Part-time employees*4	30,130	29,349	28,637	28,873	28,571	28,556
Ratio of part-time employees	76.8%	77.0%	77.4%	78.6%	79.3%	80.0%
Sales per employee (¥ Thousand)*5	28,056	27,856	27,430	26,614	26,074	26,099

*1 In capital expenditures for FY2016, figures are shown reflecting the securitization of assets of a new store.

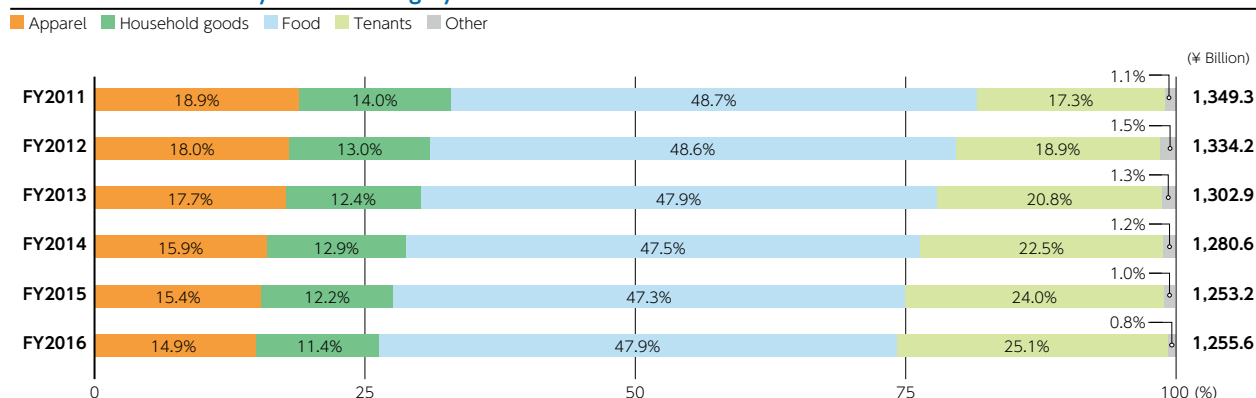
*2 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*4 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*5 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

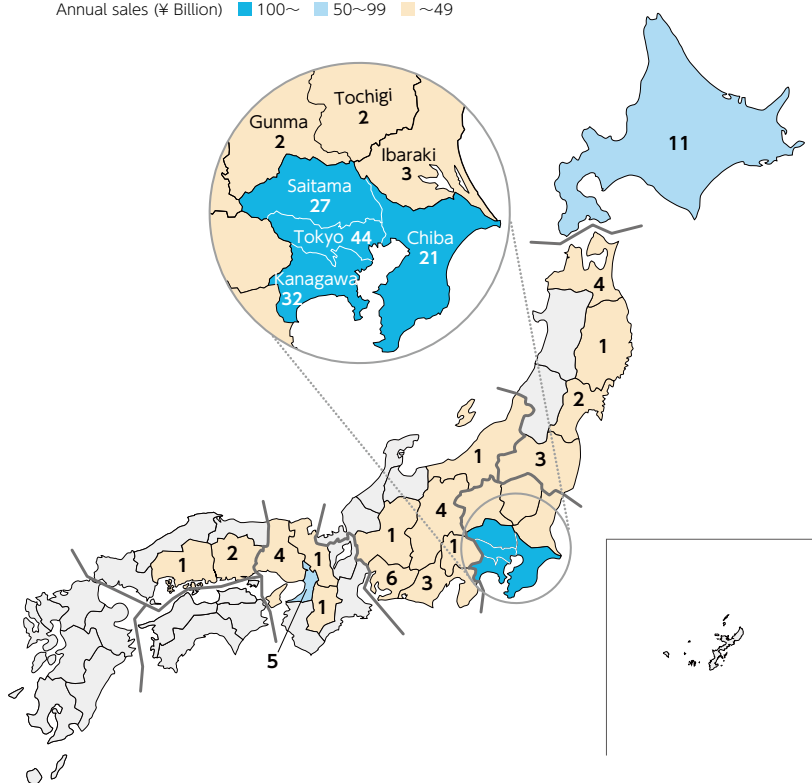
Breakdown of Sales by Product Category



Note: From the fiscal year ended February 28, 2014, the Group revised its product categories. Accordingly, part of the net sales for apparel is now presented under net sales for household goods.

Store Network

Annual sales (¥ Billion) ■ 100~ ■ 50~99 ■ ~49



(As of February 29, 2016)

SALES BREAKDOWN BY REGION FOR FY2016

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	65.5	5.2	11
Tohoku	50.1	4.0	10
Kanto	925.8	73.7	131
Chubu	85.5	6.8	16
Kinki	111.9	8.9	11
Chugoku	16.4	1.3	3
Total	1,255.6	100.0	182

CLASSIFICATION BY TOTAL SALES FLOOR SPACE

	Number of stores	Composition (%)
16,000 m ² —	71	39.0
10,000—15,999 m ²	47	25.8
5,000—9,999 m ²	34	18.7
Under 5,000 m ²	30	16.5
Total	182	100.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years—	60	33.0
20 years—	27	14.8
10 years—	55	30.2
5 years—	17	9.3
1 year—	20	11.0
Under 1 year	3	1.6

Store Formats



General merchandise stores

Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban areas and offer a wide lineup of apparel, household goods, and foods.



Food specialty stores

Shokuhinkan is a type of store that specializes in fresh and processed foods, as well as household goods that customers frequently purchase. Since 2010, these stores have been operating highly populated, urban areas with limited catchment. As of February 29, 2016, there are 14 urban-style, small-sized supermarkets.



Shopping centers

We are also developing shopping centers under the *Ario* and *GRAND TREE* brands. Anchored by Ito-Yokado and host to around 100–200 tenants, shopping centers are located in metropolitan areas and operated under the concept of servicing a wide range of catchment areas. Opened in April 2005, *Ario Soga* was our first shopping center and the network has expanded to 18 stores as of February 29, 2016.



Discount stores

Under the name *THE PRICE*, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. The network has expanded to 11 stores as of February 29, 2016.

Number of Stores by Format

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
General merchandise stores	144	143	142	140	139	139
Shopping centers	10	13	14	17	18	18
Food specialty stores	5	6	8	11	13	14
Discount stores	11	11	10	11	11	11
Total	170	173	174	179	181	182

(Stores)

Supermarkets

York-Benimaru

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	343,379	348,600	363,862	380,869	396,930	412,977
Net sales	337,734	342,944	358,061	374,781	390,492	406,223
Fresh food	106,107	108,226	114,914	123,054	132,110	139,489
Processed food	82,861	83,542	86,219	89,761	92,181	95,761
Daily food	64,042	65,222	68,660	71,510	73,843	77,433
Food total	253,011	256,991	269,794	284,326	298,136	312,683
Apparel	16,586	17,358	17,642	17,597	16,614	15,887
Household goods	18,908	19,474	19,383	20,339	20,694	20,398
Merchandise sales	288,506	293,824	306,820	322,263	335,445	348,970
Tenants	49,227	49,120	51,240	52,518	55,047	57,253
Selling, general and administrative expenses	78,200	74,686	78,649	80,969	84,796	88,784
Operating income	8,877	14,955	11,854	12,714	12,820	13,324
Ordinary income	10,276	16,305	14,003	14,467	14,018	14,529
Net income	5,093	1,430	7,731	9,306	7,792	8,969
Capital expenditures	7,629	7,075	9,779	10,700	14,120	10,642
Depreciation and amortization*1	5,573	5,122	5,161	3,167	3,569	3,931
Total assets	147,454	150,789	156,212	168,013	182,267	184,894
Net assets	117,814	117,090	123,766	131,800	140,118	141,435
Existing store sales increase (decrease)	(4.1)%	1.5 %	0.0 %	0.1 %	0.2 %	1.2 %
Number of customers	(4.1)%	(3.3)%	0.9 %	0.7 %	(0.1)%	1.5 %
Average spending per customer	0.0 %	4.9 %	(1.0)%	(0.6)%	0.2 %	(0.3)%
Merchandise gross profit margin	26.6 %	27.0 %	26.0 %	25.6 %	25.6 %	25.7 %
Number of stores	170	176	184	193	200	205
Openings	7	8	11	11	8	6
Closures	1	2	2	1	1	1
Total sales floor space (m ²)	560,684	573,187	590,698	606,812	628,639	640,667
Directly managed sales floor space (m ²)	421,362	433,346	450,581	469,142	485,123	494,201
Sales per square meter (¥ Thousand)*2	693	718	716	721	721	727
Full-time employees (fiscal year-end)	2,508	2,495	2,494	2,538	2,614	2,660
Part-time employees*3	10,606	10,165	10,395	10,729	10,984	11,168
Ratio of part-time employees	80.6%	80.1%	80.3%	80.6%	80.6%	80.5%
Sales per employee (¥ Thousand)*4	21,921	23,141	23,714	24,232	24,607	25,156

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (excluding floor space of the stores which have been closed)

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Life Foods

Life Foods is a wholly-owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen products, sushi, bakery items, fast food and other takeout foods. As of February 29, 2016, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Net sales	36,396	36,974	38,509	39,894	42,487	44,603
Selling, general and administrative expenses	15,076	14,710	14,823	15,438	16,383	17,388
Operating income	2,651	3,450	3,704	3,823	4,204	4,422
Ordinary income	2,857	3,659	3,763	3,870	4,253	4,468
Net income	1,634	2,187	2,193	2,407	2,526	2,801
Total assets	26,788	26,645	27,688	27,928	30,309	32,188
Net assets	21,250	21,053	21,493	22,523	24,265	26,293

York-Benimaru (including results from Life Foods)

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Operating income	11,528	18,407	15,558	16,539	17,025	17,747

Note: The above results are management figures.

York Mart

	FY2011						(¥ Million)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
Revenues from operations	111,363	119,335	122,672	129,306	133,138	141,242	
Net sales	110,510	118,422	121,640	128,214	132,067	140,145	
Selling, general and administrative expenses	29,647	31,490	33,653	34,740	36,095	38,313	
Operating income	3,070	3,925	2,007	2,891	2,445	2,511	
Ordinary income	3,140	4,012	2,075	2,945	2,525	2,540	
Net income	1,656	2,111	1,032	1,701	1,247	1,611	
Capital expenditures	2,662	3,899	5,216	2,951	4,801	5,234	
Depreciation and amortization*1	1,356	1,647	1,954	1,219	1,332	1,717	
Total assets	37,124	39,272	41,410	41,991	45,555	48,494	
Net assets	25,702	26,926	26,249	27,412	27,662	28,705	
Existing store sales increase (decrease)	(3.5)%	0.3 %	(4.9)%	(0.2)%	0.6 %	1.8 %	
Merchandise gross profit margin	29.1 %	29.5 %	28.8 %	28.9 %	28.8 %	28.9 %	
Number of stores	65	68	71	74	76	76	
Openings	4	5	5	3	2	4	
Closures	1	2	2	0	0	4	
Total sales floor space (m ²)	106,321	111,212	116,042	121,115	124,223	126,639	
Sales per square meter (¥ Thousand)*2	1,117	1,127	1,108	1,118	1,130	1,158	
Full-time employees (fiscal year-end)	1,278	1,269	1,325	1,191	1,227	1,245	
Part-time employees*3	3,141	3,702	4,018	4,206	4,367	4,715	
Sales per employee (¥ Thousand)*4	23,472	23,456	22,007	21,949	22,367	22,723	

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

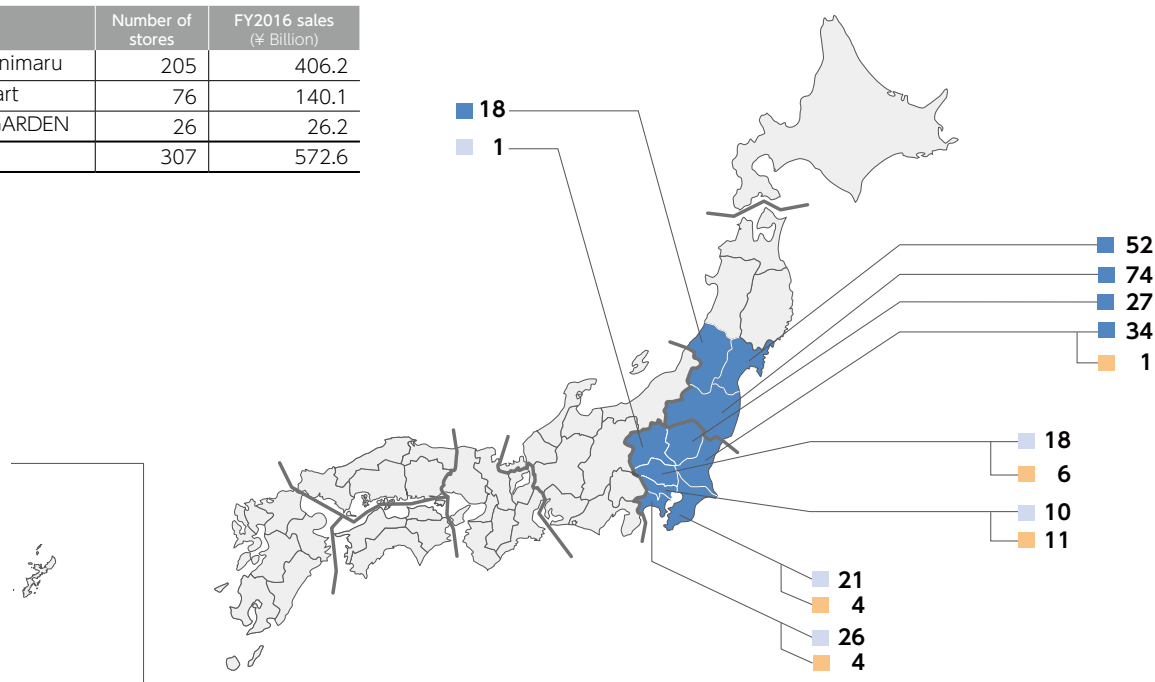
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Store Network

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and SHELL GARDEN are being developed in the Kanto area.

	Number of stores	FY2016 sales (¥ Billion)
■ York-Benimaru	205	406.2
■ York Mart	76	140.1
■ SHELL GARDEN	26	26.2
Total	307	572.6



(As of February 29, 2016)

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	846,796	830,340	810,998	801,535	802,996	803,443
Net sales	834,723	817,927	798,427	789,203	790,244	790,708
Apparel	384,419	361,550	349,846	335,252	328,008	317,260
Household goods	80,679	79,476	78,127	81,536	80,217	81,115
Food	170,098	170,707	162,023	157,832	161,491	163,059
Merchandise sales	635,198	611,735	589,997	574,621	569,717	561,435
Tenants	159,243	164,297	168,201	174,418	180,085	188,554
Corporate sales	40,281	41,895	40,228	40,163	40,440	40,718
Selling, general and administrative expenses	192,039	180,772	175,804	171,607	170,700	170,514
Operating income	7,385	11,159	10,040	10,141	10,226	7,411
Ordinary income	5,623	9,890	9,160	9,265	9,216	6,070
Net income	5,831	9,964	(3,650)	1,814	3,992	(4,034)
Capital expenditures	25,240	13,374	15,465	12,156	12,762	12,650
Depreciation and amortization	12,779	12,181	12,608	11,793	11,996	11,751
Total assets	503,285	475,849	455,269	447,577	446,368	436,878
Net assets	120,221	129,320	124,561	126,400	131,361	124,905
Existing store sales increase (decrease)	0.0 %	(0.5)%	0.9 %	1.2 %	0.1 %	0.0 %
Merchandise gross profit margin	25.4 %	25.1 %	24.9 %	24.8 %	24.6 %	24.3 %
Key store sales						
Ikebukuro (flagship store)	167,268	176,475	179,181	184,453	187,330	190,018
Yokohama	101,710	100,996	105,213	109,889	112,986	114,200
Chiba	77,967	78,632	78,780	78,924	76,908	76,053
Kobe	50,158	48,279	47,133	45,750	46,045	46,757
Hiroshima	41,973	41,446	41,291	42,967	43,049	43,115
Shibuya	42,325	39,802	39,298	39,490	40,211	42,376
Omiya	32,928	32,418	32,399	34,251	34,572	33,654
Number of stores	27	26	24	24	24	23
Openings	0	0	0	0	0	0
Closures	1	1	2	0	0	1
Total sales floor space (m ²)	924,980	894,481	863,832	868,762	870,584	871,437
Sales per square meter (¥ Thousand)*1	890	886	894	909	909	907
Full-time employees (fiscal year-end)	5,228	4,975	4,632	4,102	3,883	3,671
Part-time employees*2	5,404	5,179	4,925	5,109	5,395	5,652
Ratio of part-time employees	50.2%	50.2%	50.6%	54.3%	57.4%	59.5%

*1 Sales per square meter = Net sales ÷ Weighted average floor space

*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

Store Operation Structure

Sogo & Seibu is reorganizing its stores into three categories according to their characteristics as “key stores,” “regional leader stores,” and “suburban stores.”

	FY2016 sales (¥ Million)	Stores*1
Key stores	5,461	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional leader stores	790	SEIBU Tokorozawa, SEIBU Asahikawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, and Sogo Tokushima
Suburban stores	1,655*2	SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Takatsuki, SEIBU Otsu, SEIBU Yao, SEIBU Tsukuba, Sogo Kashiwa, SEIBU Funabashi, SEIBU Odawara, and Sogo Seishin

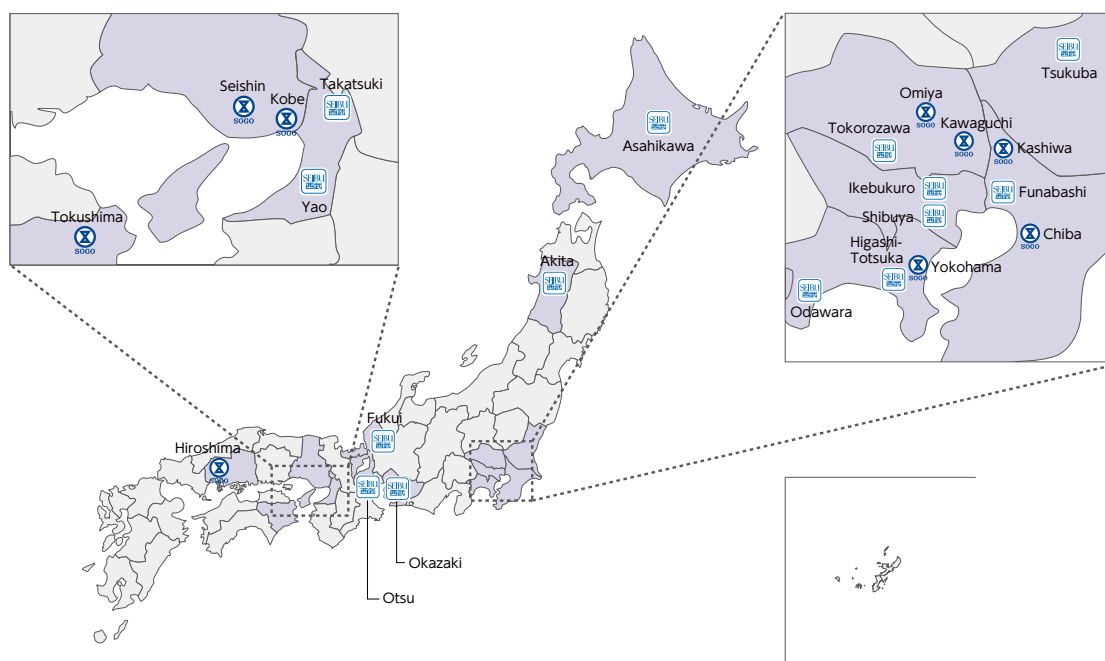
*1 Information as of February 29, 2016.

*2 Includes net sales from the SEIBU Kasukabe store that closed on February 29, 2016.



SEIBU Ikebukuro

Store Network



Note: Sogo Kashiwa and SEIBU Asahikawa are scheduled to close at the end of operations on September 30, 2016.

(As of February 29, 2016)

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	FY2011						(¥ Million)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
Revenues from operations	84,415	87,001	87,326	85,136	88,304	95,645	
Net sales	83,099	85,836	86,179	84,459	87,647	94,930	
Selling, general and administrative expenses	31,259	32,316	33,334	33,058	33,920	36,572	
Operating income	3,104	3,294	2,262	1,138	1,409	1,603	
Ordinary income	3,046	3,230	2,202	1,080	1,374	1,579	
Net income	1,826	1,510	728	(244)	701	572	
Capital expenditures	2,275	1,528	2,239	1,357	852	2,084	
Depreciation and amortization*1	847	1,119	1,290	1,153	1,014	1,048	
Total assets	22,457	23,542	24,234	23,846	25,383	27,563	
Net assets	9,818	10,954	11,308	10,965	11,667	12,022	
Existing store sales increase (decrease)	2.0 %	(2.0)%	(4.4)%	(4.3)%	0.9 %	4.4 %	
Merchandise gross profit margin	39.8 %	40.1 %	40.4 %	40.1 %	40.0 %	39.9 %	
Number of stores	63	73	82	89	94	102	
Openings	10	12	9	10	6	10	
Closures	2	2	0	3	1	2	
Total sales floor space (m ²)	100,774	107,967	114,926	116,235	120,962	128,040	
Sales per square meter (¥ Thousand)*2	841	806	769	732	730	755	
Full-time employees (fiscal year-end)	2,277	2,169	2,133	1,935	1,889	2,077	
Part-time employees*3	1,132	1,356	1,610	1,841	2,111	2,317	
Sales per employee (¥ Thousand)*4	25,320	25,113	24,310	23,585	23,740	23,852	

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)



Specialty Stores/Food Services

Akachan Honpo

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Net sales	78,346	78,744	82,907	85,141	92,899	102,716
Selling, general and administrative expenses	22,478	22,324	23,041	23,401	24,755	27,128
Operating income	526	1,474	1,920	2,365	2,866	3,315
Ordinary income	367	1,334	1,810	2,278	2,856	3,339
Net income	(145)	(200)	(1,394)	1,759	2,178	3,336
Capital expenditures	1,714	1,783	1,720	1,598	1,724	1,371
Depreciation and amortization*1	1,268	1,365	1,496	1,100	1,216	1,187
Total assets	29,771	30,649	28,946	28,554	29,720	32,401
Net assets	2,061	1,852	1,861	3,582	5,761	9,095
Existing store sales increase (decrease)	(6.5)%	(3.1)%	2.9 %	(1.8)%	3.5 %	4.8 %
Merchandise gross profit margin	29.4 %	30.2 %	30.1 %	30.3 %	29.7 %	29.6 %
Number of stores	85	87	92	93	99	103
Openings	13	11	9	8	7	8
Closures	6	9	4	7	1	4
Total sales floor space (m ²)	149,997	147,501	150,674	151,292	159,537	162,013
Sales per square meter (¥ Thousand)*2	530	535	550	562	582	631
Full-time employees (fiscal year-end)	914	852	844	877	895	929
Part-time employees*3	1,755	1,782	1,757	1,745	1,745	1,889
Sales per employee (¥ Thousand)*4	29,354	29,873	31,875	32,092	35,098	36,469
Memberships (thousand)	1,584	1,721	1,755	1,794	1,855	1,972

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Seven & i Food Systems

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	80,167	77,940	78,238	78,484	80,932	83,839
Net sales	79,609	77,400	77,706	78,112	80,685	83,680
Restaurant division	63,668	60,821	61,011	61,539	62,496	62,797
Meal provision service division	8,189	9,346	10,071	10,383	12,231	15,227
Fast food division	7,751	7,231	6,624	6,189	5,957	5,655
Selling, general and administrative expenses	53,656	51,711	51,349	51,669	52,844	52,636
Operating income	(89)	22	868	829	163	1,021
Ordinary income	112	203	1,043	990	302	1,121
Net income	(2,009)	(879)	(439)	275	(449)	457
Capital expenditures	527	756	1,407	2,277	3,518	1,853
Depreciation and amortization*1	634	560	585	422	701	823
Total assets	43,948	44,777	44,144	44,511	46,700	43,979
Net assets	36,831	35,966	34,998	34,799	33,835	33,471
Existing store sales increase (decrease) (Restaurant division)	0.5 %	(1.0)%	0.8 %	1.6 %	1.1 %	0.2 %
Number of customers	0.7 %	(2.6)%	(0.7)%	(1.6)%	(1.3)%	(3.4)%
Average spending per customer	(0.2)%	1.6 %	1.5 %	3.3 %	2.5 %	3.7 %
Merchandise gross profit margin (Restaurant division)	68.3 %	68.3 %	69.0 %	69.4 %	68.9 %	68.3 %
Number of stores	846	858	844	840	846	851
Restaurant division	489	486	476	470	474	469
Meal provision service division	228	244	247	254	265	275
Fast food division	129	128	121	116	107	107
Full-time employees (fiscal year-end)	1,351	1,286	1,257	1,301	1,372	1,420
Part-time employees*2	10,403	10,432	10,131	9,974	10,013	9,453
Ratio of part-time employees	87.2%	88.8%	88.8%	88.4%	87.9%	86.9%

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

Financial Services

Seven Bank

(Fiscal year-end March, ¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ordinary income	83,964	88,318	94,105	99,832	105,648	110,465
Ordinary profits	27,449	29,557	32,013	37,142	38,258	39,002
Net income	16,008	17,267	19,515	22,325	24,457	26,107
Total assets	600,061	652,956	809,465	785,380	850,369	910,801
Net assets	114,539	125,629	137,091	151,142	166,814	183,174
Ordinary deposits (fiscal year-end)	171,873	196,290	238,770	227,728	253,040	292,142
Time deposits (fiscal year-end)	140,604	134,949	154,910	209,703	248,327	254,760
Individual deposit accounts (thousand)	885	971	1,066	1,214	1,405	1,562
Number of installed ATMs (fiscal year-end)	15,363	16,632	18,123	19,514	21,056	22,472
7-Eleven	14,188	15,129	16,414	17,616	18,782	19,816
Ito-Yokado	294	300	305	312	315	320
York-Benimaru	40	60	69	71	86	118
York Mart	36	42	48	59	67	70
Other ATMs in the Group	65	74	78	84	85	91
Outside the Group	740	1,027	1,209	1,372	1,721	2,057
Correspondent financial institutions	567	577	584	589	594	595
ATM-related fee income per transaction	¥135.3	¥131.3	¥130.3	¥131.2	¥136.2	¥133.6
Daily average transactions per ATM	112.3	112.6	111.1	107.8	100.9	98.8
Total number of transactions (million)	609	655	698	736	743	782
With banking financial institutions (million)	545	597	638	673	679	712
With non-banking institutions (million)	64	57	59	62	64	70
International money transfer service						
Number of contract accounts (thousand)	-	10	35	62	100	147
Cumulative number of transfers (thousand)	-	32	189	391	633	816
Consumer loan service						
Number of contract accounts (thousand)	9	17	23	34	55	73
Balance of loans	536	1,916	3,387	5,257	10,406	16,208
Gross profit margin	44.8%	42.7%	52.0%	52.2%	62.6%	80.6%
Full-time employees (fiscal year-end)	328	409	453	458	445	456

Note: The number of full-time employees at the fiscal year-end includes employees on fixed-term contracts for the fiscal year ended March 31, 2012 and subsequent years.

Seven Card Service

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Transaction volume (¥ Billion)	882.9	1,000.4	1,299.1	1,615.5	2,119.5	2,521.5
Number of cards issued (10 thousand)						
SEVEN CARD plus*1 / SEVEN CARD (credit card and point card)	311	322	337	350	359	351
nanaco (electronic money)*2	1,285	1,636	2,145	2,839	3,717	4,543
IY Point Card	712	701	665	635	625	618
Full-time employees (fiscal year-end)	106	114	125	163	184	225

*1 The number indicates active members.

*2 The nanaco figure includes the number of mobile nanaco members.

Seven CS Card Service

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Transaction volume (¥ Billion)	-	619.8	678.4	694.6	717.3	719.3
Number of cards issued (10 thousand)						
CLUB ON/Millennium CARD SAISON*	-	312	321	328	320	322
Full-time employees (fiscal year-end)	-	455	468	477	478	499

Note: Seven CS Card Service was converted into a consolidated subsidiary of Seven & i Holdings through the acquisition of its shares on April 1, 2011.

* The number indicates active members.

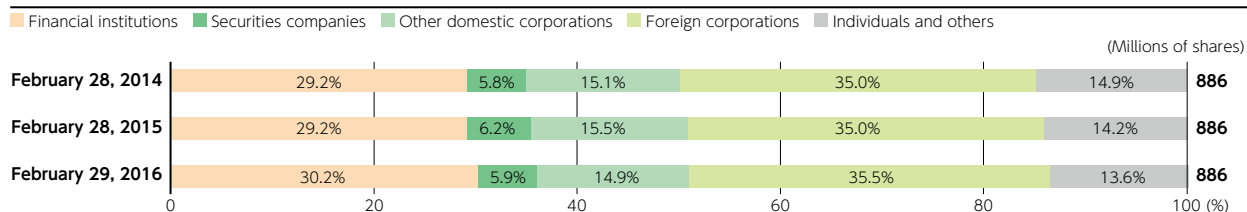
Stock Information

Major Shareholders

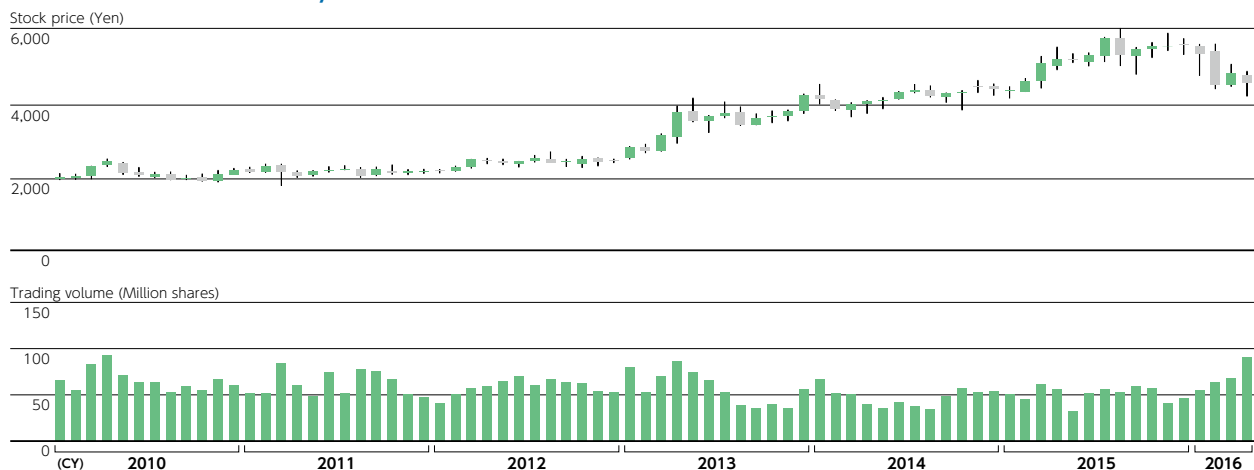
(As of February 29, 2016)

	Number of shares held (thousand shares)	Percentage of shares held
Ito-Kogyo Co., Ltd.	68,901	7.8%
Japan Trustee Services Bank, Ltd. (Trust account)	45,305	5.1%
The Master Trust Bank of Japan, Ltd. (Trust account)	41,978	4.7%
JP MORGAN CHASE BANK 380055	23,199	2.6%
Nippon Life Insurance Company	17,664	2.0%
Masatoshi Ito	16,799	1.9%
MITSUI & CO., LTD.	16,222	1.8%
Nomura Securities Co., Ltd.	13,785	1.6%
State Street Bank and Trust Company	12,267	1.4%
THE BANK OF NEW YORK MELLON SA/NV 10	11,466	1.3%

Classification of Shareholders



Stock Price Chart (Monthly)



	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Stock price						
Opening	¥2,008	¥2,295	¥2,245	¥2,699	¥3,800	¥4,575
High	¥2,468	¥2,328	¥2,866	¥4,485	¥4,642	¥5,998
Low	¥1,848	¥1,755	¥2,222	¥2,680	¥3,611	¥4,370
Closing	¥2,277	¥2,246	¥2,706	¥3,813	¥4,574	¥4,495
Trading volume (thousand shares)	771,407	724,134	741,266	672,366	548,391	632,064

Investment Indices (Consolidated)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Number of shares outstanding						
Average*	887,128,871	883,499,397	883,532,139	883,564,722	884,064,278	884,132,485
End of period*	883,463,233	883,506,457	883,534,869	883,565,634	884,066,302	884,151,095
Net income per share	¥126.21	¥146.96	¥156.26	¥198.84	¥195.66	¥182.02
Cash flow per share	¥275.48	¥305.41	¥332.45	¥365.64	¥390.49	¥403.15
Net assets per share	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23	¥2,683.11
Price earnings ratio (times)	18.0	15.3	17.3	19.2	23.4	24.7
Price cash flow ratio (times)	8.3	7.4	8.1	10.4	11.7	11.1
Price book value ratio (times)	1.2	1.1	1.3	1.6	1.8	1.7
Dividends per share	¥57.00	¥62.00	¥64.00	¥68.00	¥73.00	¥85.00
Dividend payout ratio	45.2%	42.2%	41.0%	34.2%	37.3%	46.7%
Ratio of total amount of dividends to net assets	3.0%	3.2%	3.1%	3.0%	2.9%	3.2%

* Figures exclude treasury stock.

Corporate History

■ Company establishment, capital policy and financial strategies ● Store openings and operating strategies

Before the establishment of Seven & i Holdings

- 1958 Apr.** ■ Yokado Co., Ltd. incorporated Photo A
- 1971 Mar.** ■ Yokado changed its name to Ito-Yokado Co., Ltd.
- 1972 Sept.** ■ Ito-Yokado listed on the Tokyo Stock Exchange (TSE)
- 1973 Mar.** ■ Business tie-up with York-Benimaru Co., Ltd.
- Nov.** ■ York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation Photo B
- Nov.** ■ Denny's Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny's, Inc.
- 1977 May** ● Opened the first 7-Eleven store
- July** ■ Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
- 1978 Jan.** ■ York-Seven changed its name to Seven-Eleven Japan Co., Ltd.
- 1979 Oct.** ■ Seven-Eleven Japan listed on the TSE
- 1980 Nov.** ■ York-Benimaru listed on the TSE
- 1982 Feb.** ■ Denny's Japan listed on the TSE
- 1986 July** ■ Ito-Yokado's ADRs transferred from NASDAQ small-cap listing to the National Market System
- 1991 Mar.** ■ Ito-Yokado and Seven-Eleven Japan established IYG Holding Company to acquire and hold the major interest of The Southland Corporation
- 1996 Dec.** ■ Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan, China
- 1997 Sept.** ■ Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
- 1999 May** ■ The Southland Corporation changed its name to 7-Eleven, Inc.
- 2000 July** ■ 7-Eleven, Inc. shares transferred from NASDAQ to NYSE
- 2001 Apr.** ■ IYBank Co., Ltd. established
- Oct.** ■ IY Card Service Co., Ltd. established
- 2003 May** ■ Ito-Yokado abolished the registration of ADRs on NASDAQ
- Aug.** ● The number of 7-Eleven stores in Japan topped 10,000
- 2004 Jan.** ■ SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China

Seven & i Holdings—From Establishment to Today

- 2005 Sept.** ■ Seven & i Holdings Co., Ltd. was established and listed on the TSE
- Oct.** ■ IYBank changed its name to Seven Bank, Ltd.
- Nov.** ■ 7-Eleven, Inc. made a wholly owned subsidiary
Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global strategy.
- Nov.** ● Seven-Eleven Japan began to open stores in Gifu Prefecture
- Nov.** ● Ito-Yokado opened *Ario Sapporo* and *Ario Kawaguchi*
- 2006 Feb.** ■ Seven and Y Corp. made a subsidiary
Made Seven and Y a subsidiary as the core company in Group IT strategy.
- Feb.** ● Seven-Eleven Japan began to open stores in Mie Prefecture
- Mar.** ● Ito-Yokado opened *Ario Kameari*
- May** ● Sogo Chiba reopened after a full-scale remodeling
- May** ● 7-Eleven stores in Japan commenced installation of the Sixth-Generation Total Information System
- June** ■ Millennium Retailing, Inc. made a wholly owned subsidiary through a stock-for-stock exchange
To strengthen the Group's department store operations, made Millennium Retailing, parent of Sogo and The Seibu Department Stores, a wholly owned subsidiary. Photo C
- July** ■ Seven & i Holdings cancelled 427,509,908 shares of treasury stock
Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing.
- Aug.** ■ White Hen Pantry, Inc. acquired by 7-Eleven, Inc.
The White Hen Pantry, Inc. convenience store chain owned approx. 200 stores in Chicago, U.S.
- Sept.** ■ York-Benimaru made a wholly owned subsidiary through a stock-for-stock exchange
Positioned as the core operating company of the super-market operations after transformation from an equity-method affiliate to a wholly owned subsidiary.
- Nov.** ● Group Merchandising Reform Project launched
- Dec.** ● Ito-Yokado opened *Ario Yao*
- 2007 Jan.** ■ Seven & i Food Systems Co., Ltd. established
Established a new company with the aim of integrating and restructuring food services.
- Mar.** ■ THE LOFT CO., LTD. made a subsidiary
Millennium Retailing made THE LOFT, a nationwide chain of miscellaneous goods specialty stores, into a subsidiary.
- Mar.** ● 7-Eleven became the world's largest store chain
- Mar.** ● SEIBU Shibuya reopened after full-scale remodeling
- Apr.** ● Seven-Eleven Japan launched *nanaco*, the Group's proprietary electronic money service
- May** ● Started sales of *Seven Premium*, the Group's new private-brand products Photo D



A Yokado Store (the first store) around 1950



B Seven-Eleven Japan's first store opened in Toyosu, 1974



C Millennium Retailing, Inc. (currently Sogo & Seibu) made a wholly owned subsidiary in June 2006

Corporate History

- July** ■ Akachan Honpo Co., Ltd. made a subsidiary
Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products specialty stores, into a subsidiary. 
- Aug.** ● Sales of *Seven Premium* products commenced at 7-Eleven stores in Japan
- Sept.** ■ Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems
- Oct.** ● Ito-Yokado opened *Ario* Nishiarai
- Nov.** ■ FUJIKOSHI CO., LTD. made a subsidiary
York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.
- Dec.** ■ NitteleSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings
Seeking the integration of retail business and media, Nittele-Seven was established to develop a new business strategy.
- Dec.** ● Chengdu Ito-Yokado opened its Jin Hua store in Chengdu, Sichuan Province, China
- Dec.** ● *nanaco* introduced at Denny's restaurants
-
- 2008 Jan.** ■ SEVEN & i FINANCIAL GROUP CO., LTD. established
Established to oversee the Group's financial services-related management operations, excluding banking.
- Feb.** ■ Seven & i Holdings cancelled 11,329,000 shares of treasury stock
Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.
- Feb.** ■ Seven Bank listed on the Nasdaq Securities Exchange
- Mar.** ● *nanaco* introduced at Ito-Yokado stores
- Mar.** ● Ito-Yokado opened *Ario* Otori
- Apr.** ■ SEVEN-ELEVEN CHINA Co., Ltd. established
Established to promote the development of 7-Eleven stores in China through area licensees.
- Apr.** ● QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
- June** ● *nanaco* credit charge services launched
- July** ■ Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥100 billion
- July** ■ Seven & i Net Media Co., Ltd. established
Established to further strengthen and take overall responsibility for IT-related operations.
- July** ■ Seven & i Holdings cancelled 50,000,000 shares of treasury stock
Cancelled all shares of treasury stock acquired from the market.
- Aug.** ■ Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC.
A business and capital tie-up was made to promote cooperation with store opening, pharmaceutical product sales and development.
- Aug.** ■ Seven Farm Tomisato Co., Ltd. established—the Group's first agricultural production corporation
- Aug.** ● Ito-Yokado opened THE PRICE Nishiarai, its first discount store 

- 2009 Jan.** ■ Seven Culture Network Co., Ltd. established
Established to start a new business by integrating existing community school business and travel business.
- Jan.** ● Seven-Eleven Japan began to open stores in Toyama and Fukui Prefectures
- Jan.** ● *Seven Premium* products received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
- Feb.** ● Seven-Eleven Japan began to open stores in Shimane Prefecture
- Apr.** ● 7-Eleven store openings through an area licensee commenced in Shanghai, China
- June** ■ Seven Health Care Co., Ltd. established in a joint venture with AIN PHARMACIEZ INC.
Established to form a new business model to meet changes in the pharmaceutical market.
- Aug.** ■ Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
- Aug.** ● Seven Bi no Garden opened—the Group's first independently developed drugstore
- Sept.** ■ Robinson Department Stores merged into Sogo & Seibu
- Sept.** ● SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
- Sept.** ● Seven-Eleven Japan entered a business alliance with Keihin Electric Express Railway Co., Ltd.
Business alliance formed with the aim of converting stores inside Keikyū Line stations into 7-Eleven stores.
- Oct.** ● Edy electronic money system introduced at all 7-Eleven stores in Japan
- Nov.** ● Started sales of wine simultaneously in Japan and North America as the Group's first private-brand product for the global market
- Nov.** ● Chengdu Ito-Yokado opened its Jian She Lu store in Chengdu, Sichuan Province, China
- Dec.** ■ New England Pantry, Inc. acquired by 7-Eleven, Inc.
The New England Pantry, Inc. convenience store chain owned 58 stores in Boston, U.S.
- Dec.** ■ Seven & i Holdings made a business and capital tie-up with PIA CORPORATION
A business and capital tie-up was made to promote cooperation with tickets and event-related businesses as well as membership businesses.
- Dec.** ● Seven-Eleven Japan began to open stores in Ishikawa Prefecture
- Dec.** ■ Seven and Y changed its name to Seven Net Shopping Co., Ltd.
- Dec.** ● Seven Net Shopping launched—the Group's Internet shopping service

- 2010 Jan.** ● Hua Tang Yokado opened its Shi Li Pu store in Beijing, China through a scrap-and-build initiative
- Jan.** ● Seven Bank started consumer loan services



Sales of the Group's *Seven Premium* private-brand products started in May 2007




Akachan Honpo was converted into a subsidiary in July 2007



The first of the Group's THE PRICE discount stores opened in August 2008

- Mar. ■ Seven & i Holdings made capital participation in Tower Records Japan, Inc.**
Capital participation to foster cooperation in the entertainment, IT and Internet fields. 
- Mar. ● The number of *nanaco* cards issued exceeded 10 million**
- June ■ Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market**
- June ■ Seven & i Holdings issued 4th, 5th, and 6th unsecured domestic straight bonds in the total amount of ¥110 billion**
- June ■ Seven & i Asset Management Co., Ltd. established**
Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.
- June ● Ito-Yokado opened *Ario* Kitasuna**
- June ● All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards**
- July ■ Seven Farm Co., Ltd. established**
Established to enable centralized management of new agricultural production corporation launches and expansion, as well as the development of a food recycling network.
- Sept. ■ Signed basic agreement concerning comprehensive business alliance with Credit Saison Co., Ltd.**
Concluded the agreement to establish a joint venture between Credit Saison and Sogo & Seibu, thereby strengthening the Group's card business.
- Sept. ■ Seven & i Asset Management acquired ownership of the land and building containing SEIBU Ikebukuro (totaling ¥123.0 billion)**
- Sept. ● Sales of high-end *Seven Gold* products one rank up from *Seven Premium* commenced** 
- Sept. ● Ito-Yokado opened *Ario* Hashimoto**
- Sept. ● All 7-Eleven stores in Japan started handling credit card transactions using VISA, MasterCard, American Express and Diners Club**
- Oct. ■ IY Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.**
- Oct. ● Ito-Yokado opened Ito-Yokado *Shokuhinkan* Asagaya, an urban-style small supermarket**
- Nov. ● Seven-Eleven Japan extended the incentive system for multi-store operation**
Introduced a new system for owners who operate two or more stores, under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven charges (royalty).
- Nov. ● Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation**
Alliance formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores.
- Nov. ● Seven-Eleven Japan started the sale of various tickets handled by PIA CORPORATION using in-store multi-functional copy machine**
- Dec. ■ SEVEN-ELEVEN (CHENGDU) Co., Ltd. established**
Established with the aim of expanding the network of 7-Eleven stores in Chengdu, Sichuan Province, China.
- Dec. ● Ito-Yokado opened *Ario* Fukaya**

- 2011 Mar. ■ SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.**
- Mar. ■ Seven-Eleven Japan acquired the 7-Eleven trademark in Japan**
Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc. for the use of the 7-Eleven trademark in Japan.
- Mar. ● 7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation.
- Mar. ● Lease agreement to operate retail stores by 7-Eleven, Inc.**
7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.
- Mar. ● Seven-Eleven Japan opened its first store in Kagoshima Prefecture**
- Mar. ● All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems**
- Mar. ● Seven Bank launched an international money transfer service**
The service was launched in collaboration with Western Union, which offers the world's largest-scale money transfer services. 
- Apr. ■ Seven CS Card Service Co., Ltd. made a subsidiary**
Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.
- Apr. ● Ito-Yokado opened *Ario* Ueda**
- June ■ 7-Eleven, Inc. acquired WFI Group, Inc.**
WFI Group is the parent company of Wilson Farms, Inc., which operated 188 convenience stores in New York, U.S.
- June ● Seven & i Holdings launched Groupwide *Seven & i Point Service***
Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.
- Sept. ● Commenced *nanaco Point Club* service, in which points granted by Group companies can be converted into *nanaco* electronic money usable at stores operated by Group companies**
- Nov. ● Chengdu Ito-Yokado opened its Gaoxin store in Chengdu, Sichuan Province, China**
- Nov. ● Ito-Yokado opened *Ario* Kurashiki**
- Dec. ● Commenced Seven Spot free wireless Internet services**
- Dec. ● Ito-Yokado opened *Ario* Matsumoto**
Conducted the large-scale renovation of Espa Matsumoto, reopening as *Ario* Matsumoto.
- Dec. ■ Seven Bank listed on the TSE**

- 2012 Jan. ● Annual store sales of all 7-Eleven stores in Japan topped ¥3 trillion for the first time**
- Jan. ● 7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.



The Group took an equity stake in Tower Records Japan, Inc. in March 2010



The Group commenced sales of *Seven Gold* private brand products, which offer superior quality in September 2010



Seven Bank launched an international money transfer service in March 2011

Corporate History

- Feb. • 7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 55 convenience stores operated by Sam's Mart LLC in North Carolina and South Carolina, U.S.
- Mar. ■ Seven Financial Service Co., Ltd. and K.K. York Insurance merged with Seven Financial Service as the surviving company**
- Mar. • Started sales of electronic books via Seven Net Shopping**
- Mar. • nanaco introduced at York Mart stores**
- Mar. • Introduced Senior nanaco—electronic money issued with no service fees for customers aged 65 and older**
- Apr. • nanaco introduced at York-Benimaru stores**
- May • Started sales of the *Seven Lifestyle* brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"**
- May ■ Seven Health Care changed its name to Seven Bi no Garden Co., Ltd.**
- May • Seven-Eleven Japan opened its first store in Akita Prefecture**
- June ■ Established SHAN DONG ZHONG DI CONVENIENCE CO., LTD.**
The company was established by Seven-Eleven Japan as a joint venture with Zhongdi Group Co., Ltd. to develop 7-Eleven stores in Shandong, China.
- June • Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven acquired 23 convenience stores operated by Strasburger Enterprises, Inc. in Texas, U.S.
The company also acquired 18 convenience stores operated by Open Pantry Food Marts of Wisconsin, Inc. in Wisconsin, U.S.
- July • Seven Raku-Raku Delivery home delivery service was launched** Photo J
- July ■ Ito-Yokado (China) Investment Co., Ltd. established**
In the superstore business in China, Ito-Yokado (China) Investment was established to oversee business and allow direct investment in its subsidiaries.
- Sept. ■ Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.**
- Oct. ■ Established SEJ Asset Management & Investment Company**
The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.
- Oct. • Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired the following retail interests:
74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S.
67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc., in Ohio and Pennsylvania, U.S.
58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland
12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.

- Nov. ■ SEVEN-ELEVEN (TIANJIN) CO., LTD established**
The company was established to proactively expand business operations in Tianjin, China.
- Nov. • Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.
- Nov. • Ito-Yokado opened Ario Washinomiya**
- Dec. • Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 143 convenience stores and the fuel wholesale business operated by C.L. Thomas, Inc. in Texas, U.S.

- 2013 Feb. • The number of 7-Eleven stores in Japan topped 15,000** Photo K
- Mar. • Seven-Eleven Japan opened its first stores in Kagawa and Tokushima Prefectures** Photo L
- Mar. • 7-Eleven, Inc. signed a lease agreement**
7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.
- Mar. ■ Seven Bank issued 8th, 9th, and 10th series unsecured straight corporate bonds in the total amount of ¥55.0 billion**
- Apr. • Seven-Eleven Japan launched *SEVEN CARD plus* featuring nanaco electronic money functionality**
- Apr. ■ Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion**
- Apr. • Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.
- Apr. • Grand opening of Ario Sendai-Izumi**
Ito-Yokado Sendai-Izumi underwent a major renewal to reopen as Ario Sendai-Izumi.
- June • Grand opening of Ario Ageo**
- July ■ Ito-Yokado entered a business and capital alliance with DAIICHI CO., LTD.**
Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.
- Sept. ■ Seven Bank's wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Access Corp.**
- Oct. • Seven-Eleven Japan entered a business alliance with Shin-Keisei Electric Railway Co., Ltd.**
Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.
- Nov. • Seven-Eleven Japan celebrated its 40th founding anniversary**
- Nov. • Grand opening of Ario Ichihara**
- Dec. ■ Capital and business alliance agreement signed with Nissen Holdings Co., Ltd.**
Capital and business alliance formed with the aim of using the catalogue and Internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.



Start of Seven Raku-Raku Delivery service using electric mini-cars called COMS in July 2012



The number of 7-Eleven stores exceeded 15,000 stores in February 2013



Seven-Eleven Japan opened its first stores in Shikoku in March 2013

- Dec. ■ Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited**
Ito-Yokado entered capital alliance with Tenmaya Store Co., Ltd.

Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.

- Dec. ■ Entered a capital and business alliance with BALS CORPORATION**

Capital and business alliance formed with the aim of selling high-value-added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.

- Dec. ● Started opening 7-Eleven stores in Chongqing, China**

- 2014 Jan. ● Grand opening of Chengdu Ito-Yokado's Wenjiang store**

- Jan. ● Seven Café received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards**

Photo 

- Jan. ■ Acquired shares of Barneys Japan Co., Ltd.**

Acquired shares with the aim of strengthening product development capabilities in the department store business and to form alliances in the Omni-Channel field.

- Jan. ■ Nissen Holdings Co., Ltd. made a consolidated subsidiary**

- Mar. ■ Seven Net Shopping Co., Ltd. was merged by Seven & i Net Media**

- Mar. ● Seven-Eleven Japan opened its first stores in Ehime Prefecture**

- Mar. ● Ito-Yokado was awarded the Minister of Agriculture, Forestry and Fisheries 2013 35th Food Industry Outstanding Corporation Award in the environmental division**

- Mar. ● Seven-Eleven Japan entered into a business alliance with West Japan Railway Company and West Japan Railway Daily Service Net Co., Ltd.**

A business alliance formed to enable refurbishment of stores so they can become tie-up stores inside stations associated with West Japan Railway Co.

- May ● Completion of the Sugito Fuel Storage Station**

Stockpiled 400 kiloliters of fuel in Sugito Town, Saitama Prefecture, for emergency delivery to evacuation centers and stores.

- May ● Seven-Eleven Japan Memorial Foundation conducted Sendai Bay Seven & i Forest Project tree-planting**

Supported regeneration of coastline trees as a disaster countermeasure in coastal areas along Sendai Bay with the Forestry Agency's Sendai Forestry Management Office.

- July ● Seven-Eleven Japan entered business alliances with JR Shikoku Railway Co., Ltd. and Shikoku Kiosk Co.**

Business alliance formed with the aim of remodeling existing stores into tie-up stores within the JR Shikoku service area.

- July ● Started a new three-year plan for the Tohoku Kakehashi Project, a plan to support recovery from the Great East Japan Earthquake**

- Nov. ● Grand opening of GRANDTREE MUSASHIKOSUGI**

- Nov. ● Received the Best IR Award at the 19th Annual IR Grand Prix held by the Japan Investor Relations Association**

- Dec. ■ Seven Bank issued 11th series of unsecured straight corporate bonds in the total amount of ¥15.0 billion**

- 2015 Jan. ● Awarded the Prime Minister's Award in the 1st Leading Companies Where Women Shine Awards held by the Prime Minister's Office**

- Jan. ● Awarded a FY2014 Corporate Activity Award by the TSE**

- Feb. ■ Converted Barneys Japan Co., Ltd. into a consolidated subsidiary**

Annual store sales of all 7-Eleven stores in Japan topped ¥4.0 trillion.

- Mar. ● Seven-Eleven Japan opened its first store in Kochi Prefecture**

- Mar. ● Opened dedicated Net Supermarket store**
Started operating the Seven & i Net Supermarket Nishi Nippori store.

- Mar. ● Business alliance formed with MANDAI Co., Ltd.**

- Apr. ● Seven-Eleven Japan entered a business alliance with Kobe Electric Railway Co., Ltd. and Shintetsu Tourist Co., Ltd.**

Business alliance formed with the aim of converting stores inside Shintetsu Line stations into 7-Eleven stores.

- May ● Acquisition of retail interests by 7-Eleven, Inc.**

Acquired 181 convenience stores operated by Tedeschi Food Shops, Inc. in Massachusetts, U.S.

- June ■ Seven & i Holdings issued 10th, 11th, and 12th unsecured domestic straight bonds in the total amount of ¥120.0 billion**

- June ● Seven-Eleven Japan opened its first stores in Aomori Prefecture**

- Oct. ● First 7-Eleven stores opened in the UAE**

- Oct. ● Seven-Eleven Japan entered a business alliance with OSAKA MONORAIL CO., LTD.**

Business alliance formed with the aim of converting stores inside Osaka Monorail stations into 7-Eleven stores.

- Oct. ● Seven-Eleven Japan opened its first stores in Tottori Prefecture**

- Nov. ● Grand opening of omni7**

Photo 

- Nov. ● Acquired the fuel wholesale business operated by 7-Eleven, Inc.**

Acquired 101 retail businesses related to gasoline and the fuel wholesale business operated by Biscayne Petroleum, LLC and Everglades Petroleum, LLC in Florida, U.S.

- Nov. ● Ito-Yokado awarded the METI Minister's Prize in the large retailer category of the Ninth METI Minister's Awards for Best Contributors to Product Safety**

- Dec. ● Ito-Yokado awarded the Outstanding Prize (Health, Labor and Welfare Minister's Prize) in the First Awards for Enterprises Promoting Part-Time Workers to Play Active Roles at Work**

- 2016 Apr. ● Grand opening of SEVENPARK ARIO KASHIWA**

Photo 



Seven Café received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards



Grand opening of omni7 in November 2015



Grand opening of SEVENPARK ARIO KASHIWA in April 2016



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