



SEVEN&i HLDGS.

Seven & i Holdings

CORPORATE OUTLINE 2017

Seven & i Holdings - CORPORATE OUTLINE 2017

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 Outline 2017

The Company aims to be a sincere company in line with its corporate creed, earning the trust of all stakeholders, including customers, business partners and franchisees, shareholders and investors, local communities, and employees.

Guided by our Group slogan of “Responding to Change while Strengthening Fundamentals,” we conduct open and honest dialogue with our customers to stay in tune with their constantly changing needs. Learning about these needs yields opportunities to create and evolve new retail services in response to changes in the times.

In May 2016, the Group launched a new management framework. We believe that the core concept of corporate governance is to create “a system for being a sincere company trusted by all stakeholders,” and that this is in line with our corporate creed. We will redouble our efforts to improve and expand our corporate governance, based on the philosophy of our founder.

In the same way that we foster opportunities for creating services through dialogue with our customers, we believe that expanding dialogue with all of our stakeholders, including business partners and franchisees, shareholders and investors, local communities, and employees, will yield opportunities for increasing corporate value.

This Corporate Outline is designed to communicate an overview of our Group’s business in a clear manner to enable better understanding. We hope you will be able to use it to your benefit.



Profile

Corporate Overview (As of May 25, 2017)

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	575 (nonconsolidated) 54,448 (consolidated)

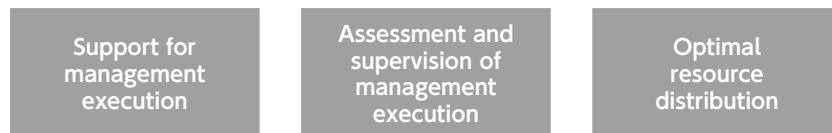
Note: Paid-in capital and the number of employees are as of February 28, 2017.

<Group's Management Policy>

Goals	<ul style="list-style-type: none"> Enhance convenience in daily life by supplying products and services, while staying closely attuned to the life stages and settings of customers Become an endearing group indispensable to communities
Imperatives	<ul style="list-style-type: none"> Harness all manner of resources, including business partners and technological innovation in society Pursue the absolute value of products and services and the maximization of customer satisfaction

<Roles and Functions of the Holding Company>

- Strengthen corporate governance
- Maximize the Group's enterprise value



- Share specific actions with operating companies regarding management challenges and solutions
- Set and monitor KPIs

<Roles and Functions of Operating Companies>

- Pursue maximization of customer satisfaction
- Operate autonomously, seek profit growth, and enhance asset efficiency

<Business Segments>

To strengthen segment management through management approach, business segments have changed from the fiscal year ending February 28, 2018.



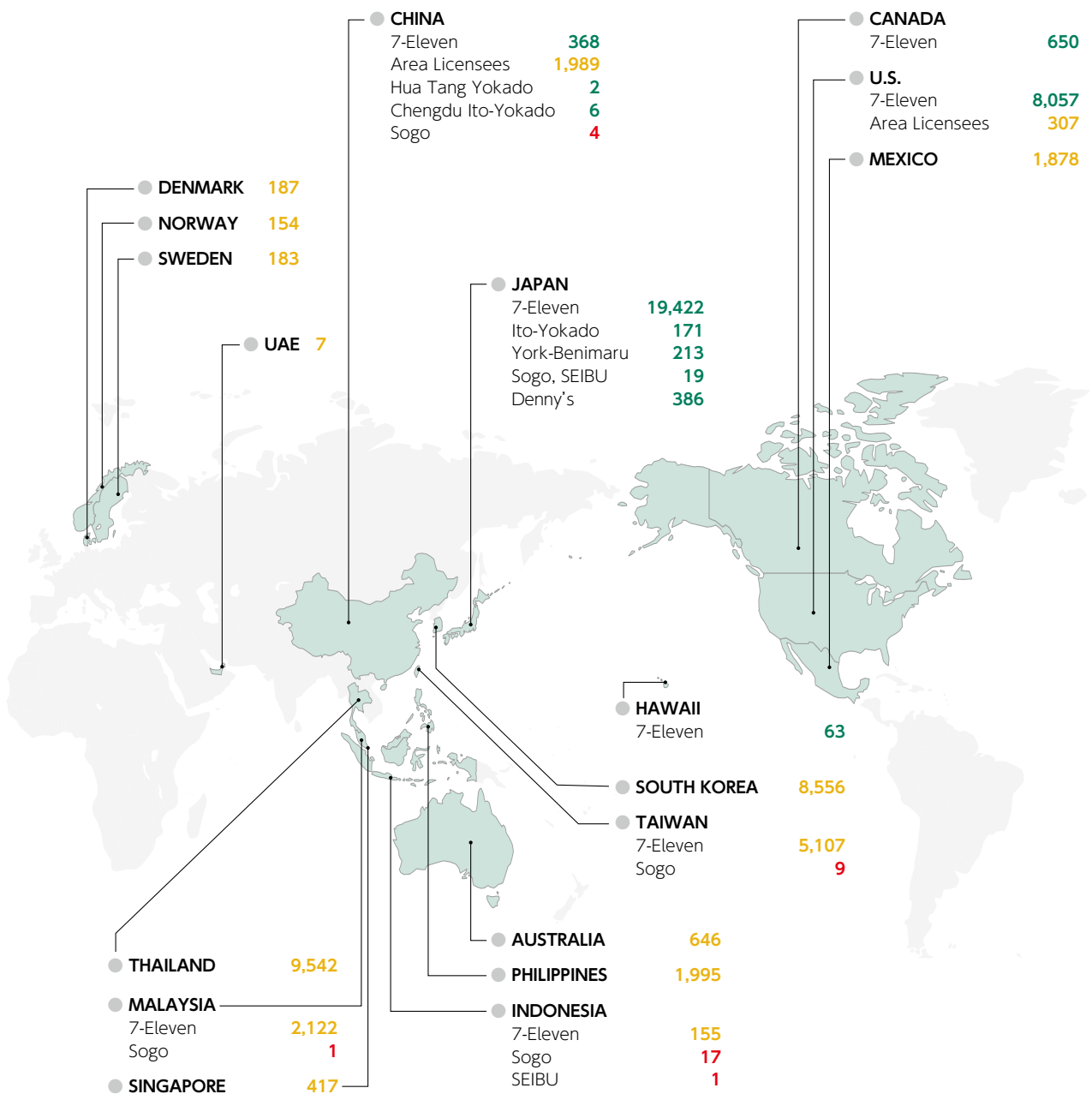
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Store Network

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

Group's Total Sales ¥10.6 Trillion			
Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 63,300 stores	Global:	approx. 62.0 million
Japan:	approx. 20,900 stores	Japan:	approx. 22.0 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 28, 2017 in Japan and December 31, 2016 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 28, 2017)

Overview of Main Group Companies

(As of February 28, 2017)

	FY2017 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company*1 (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Domestic Convenience Store Operations								
Seven-Eleven Japan Co., Ltd.	4,515,605 ^{*2}	5.2	19,422	850	12,371	273	17,200	100.0
7dream.com	8,937	5.3	-	-	56	1	450	68.0
○ SEVEN-ELEVEN HAWAII, INC.	29,370	(8.1)	63	0	969	15	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	20,871 ^{*3}	(4.2)	219	32	1,448	199	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	3,435 ^{*3}	(14.9)	67	7	518	74	U.S.\$55,160,000	100.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	4,551 ^{*3}	(1.6)	82	12	558	(333)	CNY140,000,000	65.0
Overseas Convenience Store Operations								
○ 7-Eleven, Inc.	2,735,199 ^{*2}	(7.3)	8,707	207	23,960	1,450	U.S.\$13,031	100.0
Superstore Operations								
Ito-Yokado Co., Ltd.*4	1,219,252	(2.9)	171	(11)	35,194	(1,182)	40,000	100.0
Seven Bi no Garden Co., Ltd.*4	51,693	25.1	119	26	1,180	218	450	96.1
York-Benimaru Co., Ltd.	418,729	3.1	213	8	14,038	210	9,927	100.0
Life Foods Co., Ltd.	45,913	2.9	-	-	4,510	116	120	100.0
York Mart Co., Ltd.	141,649	1.1	78	2	5,779	(181)	1,000	100.0
SHELL GARDEN CO., LTD.	27,560	5.0	27	(1)	1,076	(24)	100	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	15,869 ^{*3}	(34.1)	2	(3)	417	(534)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	67,276 ^{*3}	(15.6)	6	0	3,393	260	U.S.\$23,000,000	75.0
Department Store Operations								
Sogo & Seibu Co., Ltd.	747,951	(5.4)	19	(4)	8,586	(737)	10,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	113,109 ^{*5}	2.4	-	-	470	16	30,572	45.8
Seven Card Service Co., Ltd.	48,387 ^{*5}	5.4	-	-	260	(11)	7,500	95.5
Seven CS Card Service Co., Ltd.	20,408 ^{*5}	(1.6)	-	-	677	(31)	100	51.0
Specialty Store Operations								
Akachan Honpo Co., Ltd.	102,765	0.0	106	3	2,875	57	3,780	95.0
Barneys Japan Co., Ltd.	21,299	(2.0)	12	1	582	31	4,990	100.0
Oshman's Japan Co., Ltd.	4,630	(13.8)	8	1	207	18	2,500	100.0
Seven & i Food Systems Co., Ltd.	82,394	(1.5)	815	(36)	10,333	(540)	3,000	100.0
THE LOFT CO., LTD.	99,560	4.9	109	7	4,510	116	750	75.2
Nissen Co., Ltd.	63,373	(25.0)	-	-	1,738	(271)	100	100.0

○ Figures are for the fiscal year ended December 31, 2016. (No. of stores is as of December 31, 2016; No. of employees is as of February 28, 2017)

☆ Figures are for the fiscal year ended March 31, 2017.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥108.78; CNY1=¥16.42

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 Equity owned is rounded to one decimal place.

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

*3 Sales for Chinese subsidiaries exclude value added tax.

*4 The cosmetic and drug sales areas in Ito-Yokado's household goods division were carved out in a corporate split and transferred to Seven Bi no Garden Co., Ltd.; however, to facilitate a flexible sales area reorganization at Ito-Yokado, it absorbed Seven Bi no Garden Co., Ltd. on March 1, 2017.

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

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Profile

Performance Overview

Consolidated Financial Summary

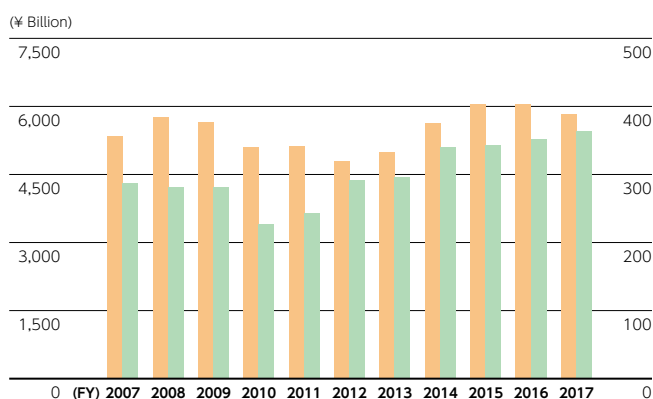
Seven & i Holdings and its consolidated subsidiaries for the fiscal years ended February 28 or 29.

	FY2007	FY2008	FY2009	FY2010	FY2011	
Revenues from operations	5,337,806	5,752,392	5,649,948	5,111,297	5,119,739	
Operating income	286,838	281,088	281,865	226,666	243,346	
EBITDA*1	428,523	436,375	434,033	377,768	391,913	
Ordinary income	282,016	278,262	279,306	226,950	242,907	
Net income attributable to owners of parent	133,419	130,657	92,336	44,875	111,961	
Total assets	3,809,192	3,886,680	3,727,060	3,673,605	3,732,111	
Net assets	1,969,149	2,058,038	1,860,672	1,793,940	1,776,512	
Non-controlling interests	62,350	73,020	75,092	71,251	73,016	
Interest-bearing debt	822,107	766,358	793,867	701,487	727,385	
Debt/equity ratio (times)	0.43	0.39	0.44	0.41	0.43	
Interest coverage ratio (times)	14.6	36.6	23.8	28.2	30.0	
Cash flows from operating activities	157,209	465,380	310,007	322,202	310,527	
Cash flows from investing activities	(235,983)	(237,184)	(139,568)	(115,158)	(312,081)	
Free cash flows*2	(78,774)	228,195	170,438	207,044	(1,553)	
Cash flows from financing activities	37,241	(130,136)	(169,755)	(156,708)	(56,258)	
Net (decrease) increase in cash and cash equivalents	(40,742)	97,636	(4,286)	54,397	(60,573)	
Cash and cash equivalents at end of fiscal year	570,133	667,770	663,483	717,320	656,747	
Capital expenditures*3	278,388	217,738	188,943	211,189	338,656	
Depreciation and amortization*4	132,693	143,642	140,529	132,232	132,421	
Net income per share	¥142.90	¥137.03	¥100.54	¥49.67	¥126.21	
Owners' equity per share	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09	
Cash flow per share*5	¥285.02	¥287.68	¥253.56	¥196.03	¥275.48	
Cash dividends per share	¥52.00	¥54.00	¥56.00	¥56.00	¥57.00	
Owners' equity ratio	50.1%	51.1%	47.9%	46.9%	45.6%	
Return on equity (ROE)	7.6%	6.7%	4.9%	2.6%	6.5%	
Return on total assets (ROA)	3.7%	3.4%	2.4%	1.2%	3.0%	
Dividend payout ratio	36.4%	39.4%	55.7%	112.7%	45.2%	
Ratio of total amounts of dividends to net assets	2.8%	2.6%	2.8%	2.9%	3.0%	
Exchange rate (Income statements)	U.S.\$1=	¥116.38	¥117.85	¥103.48	¥93.65	¥87.79
	CNY1=	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90
(Balance sheets)	U.S.\$1=	¥119.11	¥114.15	¥91.03	¥92.10	¥81.49
	CNY1=	¥15.24	¥15.62	¥13.31	¥13.48	¥12.29

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥113, the approximate rate of exchange prevailing on February 28, 2017.
 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 mail order services in FY2014, only the balance sheets have been consolidated.
 4. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.

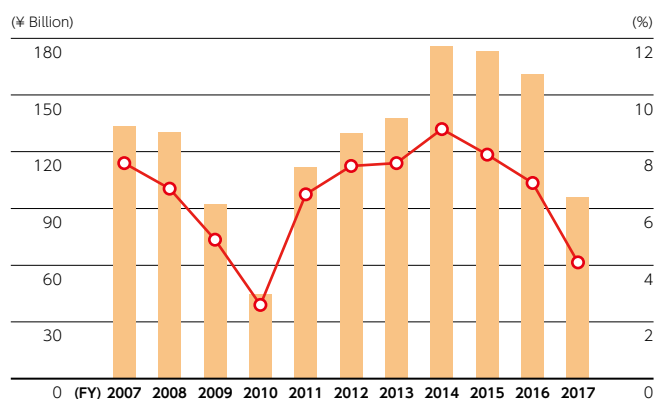
REVENUES FROM OPERATIONS AND OPERATING INCOME

■ Revenues from operations (left) ■ Operating income (right)



NET INCOME AND ROE

■ Net income (left) ● ROE (right)



	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	51,643,265
	292,060	295,685	339,659	343,331	352,320	364,573	3,226,309
	444,969	465,782	505,662	534,464	569,064	588,214	5,205,433
	293,171	295,836	339,083	341,484	350,165	364,405	3,224,823
	129,837	138,064	175,691	172,979	160,930	96,750	856,194
	3,889,358	4,262,397	4,811,380	5,234,705	5,441,691	5,508,888	48,751,221
	1,860,954	1,994,740	2,221,557	2,430,917	2,505,182	2,475,806	21,909,787
	93,748	102,038	123,866	128,827	129,912	137,154	1,213,752
	712,077	853,064	934,396	948,252	1,032,970	1,048,490	9,278,672
	0.40	0.45	0.45	0.41	0.43	0.45	0.45
	49.0	41.1	39.4	37.8	43.8	57.2	57.2
	462,642	391,406	454,335	416,690	488,973	512,523	4,535,601
	(342,805)	(340,922)	(286,686)	(270,235)	(335,949)	(371,602)	(3,288,513)
	119,836	50,484	167,648	146,454	153,023	140,921	1,247,088
	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(78,190)	(691,946)
	76,960	66,380	121,344	79,395	146,830	62,576	553,769
	733,707	800,087	921,432	1,000,762	1,147,086	1,209,497	10,703,513
	255,426	334,216	336,758	341,075	399,204	384,119	3,399,283
	139,994	155,666	147,379	172,237	195,511	207,483	1,836,132
	¥146.96	¥156.26	¥198.84	¥195.66	¥182.02	¥109.42	\$0.96
	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23	¥2,683.11	¥2,641.40	\$23.37
	¥305.41	¥332.45	¥365.64	¥390.49	¥403.15	¥344.07	\$3.04
	¥62.00	¥64.00	¥68.00	¥73.00	¥85.00	¥90.00	\$0.79
	45.4%	44.4%	43.6%	43.9%	43.6%	42.4%	42.4%
	7.5%	7.6%	8.8%	7.9%	6.9%	4.1%	4.1%
	3.4%	3.4%	3.9%	3.4%	3.0%	1.8%	1.8%
	42.2%	41.0%	34.2%	37.3%	46.7%	82.3%	82.3%
	3.2%	3.1%	3.0%	2.9%	3.2%	3.4%	3.4%
	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10	¥108.78	-
	¥12.32	¥12.72	¥15.92	¥17.18	¥19.23	¥16.42	-
	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61	¥116.49	-
	¥12.31	¥13.91	¥17.36	¥19.35	¥18.36	¥16.76	-

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

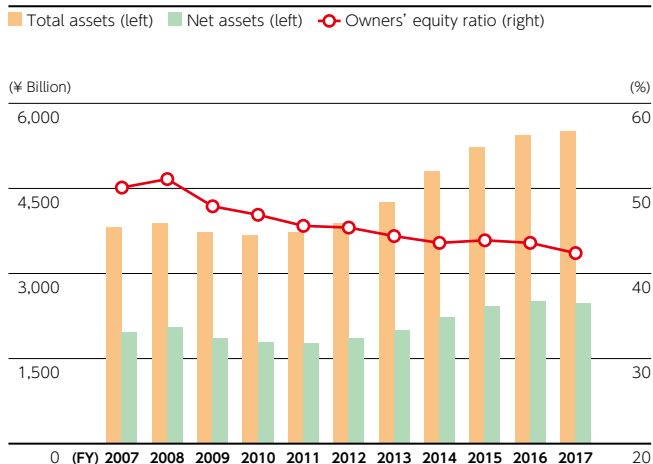
*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

*3 Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

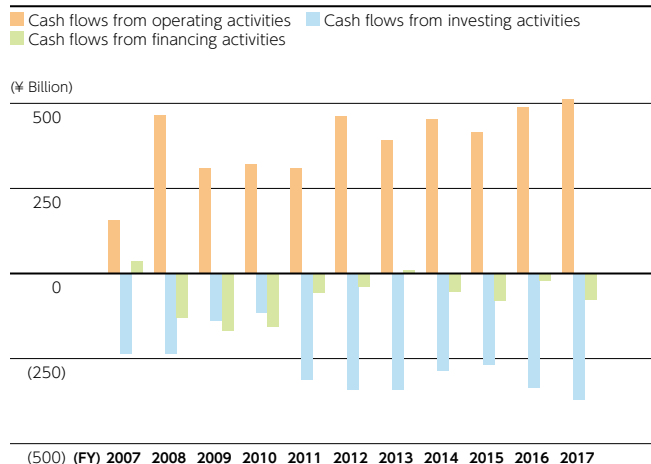
*4 From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

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

TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO



CASH FLOWS



Segment Information

<Business Segments>

REVENUES FROM OPERATIONS

	FY2007	FY2008	FY2009	FY2010	FY2011
Convenience store operations	2,249,648	2,395,701	2,308,690	1,968,555	2,036,464
Superstore operations	1,882,935	2,109,049	2,125,029	2,016,558	1,981,604
Department store operations	988,357	1,025,354	993,877	922,847	915,105
Food services	121,683	113,980	102,711	86,420	80,225
Financial services	100,295	117,955	124,866	110,444	106,953
Mail order services	-	-	-	-	-
Others	32,340	36,653	35,079	33,669	35,610
Eliminations/corporate	(37,454)	(46,302)	(40,305)	(27,198)	(36,224)
Total	5,337,806	5,752,392	5,649,948	5,111,297	5,119,739

OPERATING INCOME

	FY2007	FY2008	FY2009	FY2010	FY2011
Convenience store operations	206,090	201,032	213,367	183,837	195,477
Superstore operations	29,170	34,058	24,742	14,178	15,708
Department store operations	26,772	25,764	18,335	1,366	5,622
Food services	931	(4,231)	(2,948)	(2,741)	(193)
Financial services	24,547	21,071	25,485	30,152	28,343
Mail order services	-	-	-	-	-
Others	1,621	2,488	2,069	567	(690)
Eliminations/corporate	(2,296)	902	814	(694)	(921)
Total	286,838	281,088	281,865	226,666	243,346

CAPITAL EXPENDITURES

	FY2007	FY2008	FY2009	FY2010	FY2011
Convenience store operations	98,518	108,585	104,233	104,936	106,368
Superstore operations	49,444	57,561	46,064	65,379	54,133
Department store operations	93,657	17,512	12,464	19,734	27,807
Food services	4,474	1,545	1,177	752	527
Financial services	31,872	31,990	23,932	15,543	19,616
Mail order services	-	-	-	-	-
Others	298	518	1,058	3,702	127,429
Corporate	122	24	12	1,140	2,774
Total	278,388	217,738	188,943	211,189	338,656

DEPRECIATION AND AMORTIZATION

	FY2007	FY2008	FY2009	FY2010	FY2011
Convenience store operations	71,799	74,065	67,299	66,158	68,743
Superstore operations	24,070	26,452	26,115	24,335	25,890
Department store operations	19,042	20,154	20,004	17,417	14,361
Food services	3,454	2,903	2,210	1,270	811
Financial services	14,173	19,773	24,532	22,246	20,693
Mail order services	-	-	-	-	-
Others	134	271	346	588	1,598
Corporate	19	21	20	214	321
Total	132,693	143,642	140,529	132,232	132,421

<Geographic Area Segments>

REVENUES FROM OPERATIONS

	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	3,562,372	3,822,210	3,806,717	3,602,982	3,552,691
North America	1,728,481	1,867,067	1,766,169	1,431,042	1,484,394
Others	49,759	66,043	80,401	80,561	86,033
Eliminations	(2,806)	(2,928)	(3,339)	(3,289)	(3,380)
Total	5,337,806	5,752,392	5,649,948	5,111,297	5,119,739

OPERATING INCOME

	FY2007	FY2008	FY2009	FY2010	FY2011
Japan	253,968	247,272	245,248	197,618	215,231
North America	31,985	31,582	34,441	26,992	26,230
Others	879	2,228	2,328	2,021	1,857
Eliminations	4	3	(151)	32	27
Total	286,838	281,088	281,865	226,666	243,346

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥113, the approximate rate of exchange prevailing on February 28, 2017.
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)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	1,690,924	1,899,573	2,529,694	2,727,780	2,675,890	2,550,640	22,572,035
	1,992,298	1,994,588	2,009,409	2,012,176	2,060,516	2,025,534	17,925,079
	900,222	884,028	871,132	875,027	884,716	852,174	7,541,362
	78,026	78,361	78,566	80,980	83,839	82,562	730,637
	129,601	144,355	158,826	178,221	192,487	201,932	1,787,008
	-	-	-	185,802	158,732	139,226	1,232,088
	47,464	50,210	50,492	53,897	61,582	57,424	508,176
	(52,193)	(59,475)	(66,301)	(74,937)	(72,061)	(73,805)	(653,141)
	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	51,643,265

	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	214,637	221,764	257,515	276,745	304,110	313,195	2,771,637
	32,432	25,491	29,664	19,340	7,234	22,903	202,681
	9,948	8,029	6,590	7,059	3,832	3,672	32,495
	(95)	721	604	44	917	515	4,557
	33,778	37,425	44,902	47,182	49,697	50,130	443,628
	-	-	-	(7,521)	(8,451)	(15,097)	(133,601)
	2,304	3,886	2,166	3,669	5,559	4,632	40,991
	(945)	(1,634)	(1,784)	(3,188)	(10,578)	(15,379)	(136,097)
	292,060	295,685	339,659	343,331	352,320	364,573	3,226,309

	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	164,973	214,250	197,715	193,235	238,372	273,072	2,416,566
	40,284	54,243	66,686	65,490	81,354	50,630	448,053
	16,068	18,265	15,596	15,380	17,515	15,195	134,469
	831	1,407	2,277	3,506	1,853	2,081	18,415
	26,783	40,945	39,326	39,110	33,422	26,070	230,707
	-	-	-	3,815	4,766	1,864	16,495
	3,114	4,331	7,567	5,381	3,678	4,830	42,743
	3,371	772	7,588	15,152	18,240	10,373	91,796
	255,426	334,216	336,758	341,075	399,204	384,119	3,399,283

	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	73,291	83,987	91,256	103,247	116,514	123,131	1,089,654
	28,626	29,129	18,472	20,696	23,800	25,280	223,716
	14,010	14,662	13,460	13,399	13,569	12,982	114,884
	667	639	438	709	828	869	7,690
	20,331	23,668	20,198	25,233	29,071	29,416	260,318
	-	-	-	3,842	3,730	3,956	35,008
	2,588	2,484	2,524	2,689	2,958	2,983	26,398
	480	1,094	1,029	2,419	5,036	8,862	78,424
	139,994	155,666	147,379	172,237	195,511	207,483	1,836,132

	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	3,590,917	3,625,974	3,682,143	3,941,337	4,056,272	4,032,803	35,688,522
	1,106,449	1,269,302	1,831,482	1,968,854	1,855,305	1,690,713	14,962,061
	89,524	97,226	119,207	131,058	136,058	113,475	1,004,203
	(546)	(861)	(1,012)	(2,301)	(1,931)	(1,303)	(11,530)
	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	51,643,265

	(¥ Million)						(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
	261,531	263,443	299,653	295,666	288,068	299,251	2,648,238
	29,181	33,137	41,519	49,825	65,148	65,548	580,070
	1,324	(909)	(1,545)	(2,161)	(842)	(238)	(2,106)
	22	13	32	1	(53)	11	97
	292,060	295,685	339,659	343,331	352,320	364,573	3,226,309

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.

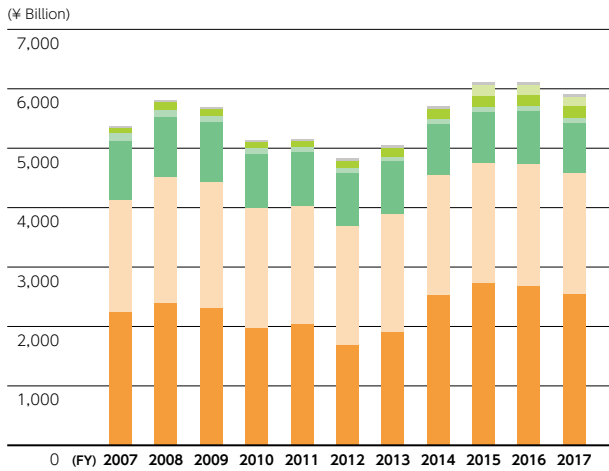
7. For the results of mail order services in FY2014, only the balance sheets have been consolidated.

Segment Information

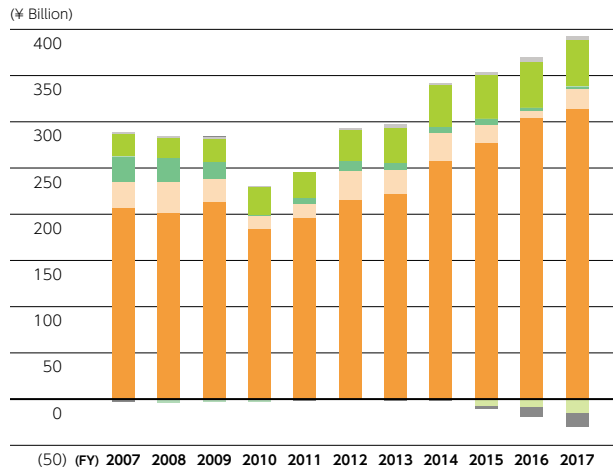
<Business Segments>

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

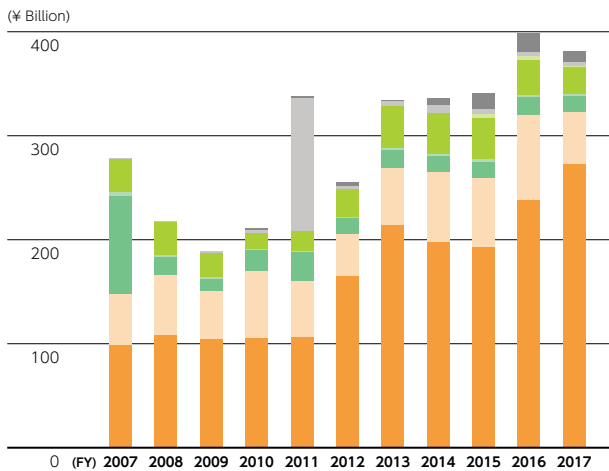
REVENUES FROM OPERATIONS



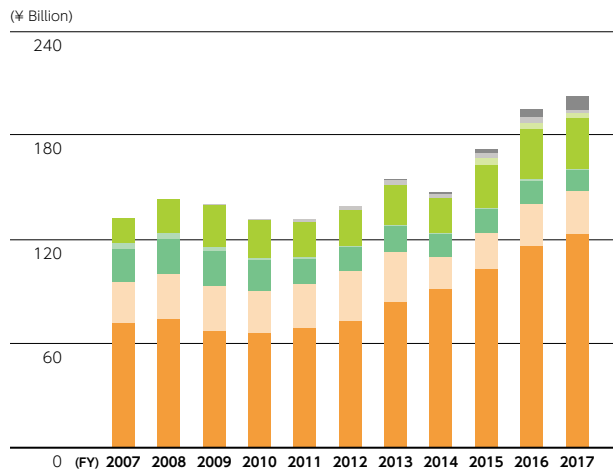
OPERATING INCOME



CAPITAL EXPENDITURES



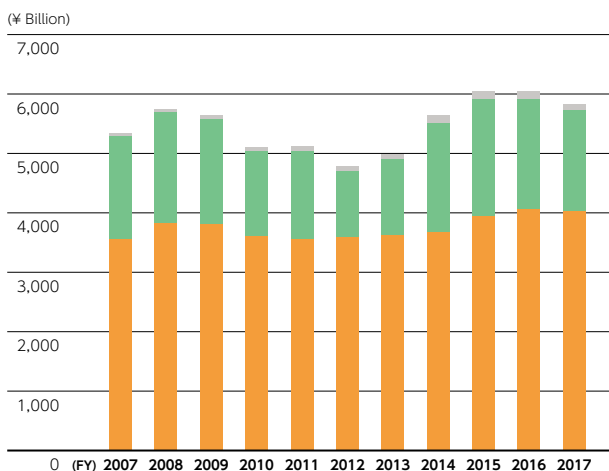
DEPRECIATION AND AMORTIZATION



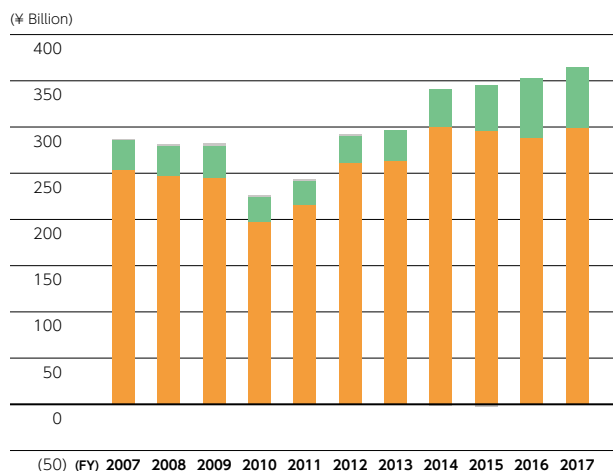
<Geographic Area Segments>

■ 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)
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
Short-term loans	145,750	116,147	130,780	130,782	150,376	1,330,761
Current portion of long-term loans	124,857	100,775	70,013	101,329	64,301	569,035
Current portion of bonds	63,999	20,000	59,999	40,000	50,000	442,477
Commercial paper	-	-	-	-	-	-
Subtotal	334,607	236,923	260,792	272,111	264,678	2,342,283
Bonds	229,983	364,987	319,992	399,994	349,996	3,097,309
Long-term loans	281,893	332,485	367,467	360,864	433,814	3,839,061
Commercial paper	6,579	-	-	-	-	-
Subtotal	518,456	697,473	687,459	760,858	783,811	6,936,380
Total	853,064	934,396	948,252	1,032,970	1,048,490	9,278,672

BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017
Convenience store operations	132,144	115,955	132,632	132,671	177,601	1,571,690
Superstore operations	22,045	19,245	16,131	12,927	9,570	84,690
Department store operations	185,005	180,345	174,395	176,716	196,268	1,736,884
Mail order services	-	17,093	24,158	28,048	33,080	292,743
Others	750	-	4,810	5,850	5,912	52,318
Corporate	209,982	269,987	269,991	329,994	289,996	2,566,336
Subtotal (excluding financial services)	549,928	602,627	622,119	686,207	712,429	6,304,681
Financial services	303,136	331,768	326,132	346,763	336,060	2,973,982
Total	853,064	934,396	948,252	1,032,970	1,048,490	9,278,672

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥113, the approximate rate of exchange prevailing on February 28, 2017.

<Bonds>

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 28, 2017)

	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
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, 2017)

		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 FY2016>

FY2016	FY2015	Company	Country	Sales		CAGR (%)	Net income	
				(U.S.\$ Million)	(¥ Billion)		(U.S.\$ Million)	(¥ Billion)
1	1	Wal-Mart Stores	U.S.	482,130	58,337.7	2.7	15,080	1,824.7
2	2	Costco Wholesale	U.S.	116,199	14,060.1	8.3	2,409	291.5
3	3	Kroger	U.S.	109,830	13,289.4	6.0	2,049	247.9
4	4	Schwarz	Germany	94,448	11,428.2	7.4	-	-
5	10	Walgreen	U.S.	89,631	10,845.4	5.9	4,279	517.8
6	9	Home Depot	U.S.	88,519	10,710.8	5.4	7,009	848.1
7	6	Carrefour	France	84,856	10,267.6	(3.1)	1,247	150.9
8	7	Aldi	Germany	82,164	9,941.8	8.0	-	-
9	5	Tesco	U.K.	81,019	9,803.3	(2.3)	535	64.7
10	12	Amazon.com	U.S.	79,268	9,591.4	20.8	596	72.1
11	11	Target	U.S.	73,785	8,928.0	2.3	3,363	406.9
12	14	CVS Health	U.S.	72,007	8,712.8	4.7	5,239	633.9
13	8	Metro	Germany	68,066	8,236.0	(2.5)	821	99.3
14	16	AEON	Japan	63,635	8,176.7	10.7	504	6.0
15	18	Lowe's	U.S.	59,074	7,148.0	3.9	2,546	308.1
16	13	Auchan	France	59,050	7,145.1	5.0	798	96.6
17	37	Albertsons	U.S.	58,734	7,106.8	74.1	(502)	(60.7)
18	17	Edeka	Germany	52,477	6,349.7	3.0	-	-
19	15	Casino	France	51,257	6,202.1	10.1	176	21.3
20	19	Seven & i Holdings	Japan	47,795 <small>Group's total sales* 97,482</small>	6,045.7 <small>Group's total sales* 10,703.0</small>	3.2	1,398	160.9
21	22	Westfarmers	Australia	44,679	5,406.2	5.0	297	35.9
22	20	Rewe	Germany	43,607	5,276.4	2.2	426	51.5
23	24	Royal Ahold	Netherlands	42,435	5,134.6	5.3	945	114.3
24	23	Woolworths	Australia	41,366	5,005.3	1.7	(1,711)	(207.0)
25	25	Best Buy	U.S.	39,528	4,782.9	(4.7)	897	108.5
26	21	E. Leclerc	France	39,277	4,752.5	3.3	-	-
27	26	IKEA	Netherlands	37,105	4,489.7	6.7	4,101	496.2
28	28	J. Sainsbury	U.K.	35,100	4,247.1	1.9	714	86.4
29	29	Loblaws	Canada	34,863	4,218.4	8.0	488	59.0
30	32	Publix	U.S.	32,619	3,946.9	5.2	1,965	237.8

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=¥121, except for yen-based figures for Japanese companies which are based on public information

* Group's total sales include the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees.

Source: STORES Magazine, January 2017

Market Capitalization Ranking

<Ranking by Market Capitalization of Retailers—Worldwide (As of April 28, 2017)>

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(¥ Billion)				
1	Amazon.com	U.S.	442,122	49,283.3	14.5	4.96	186.47	22.93
2	Alibaba	China	290,292	32,358.9	39.4	4.47	25.84	8.65
3	Wal-Mart Stores	U.S.	227,912	25,405.4	17.2	4.50	16.71	2.93
4	Home Depot	U.S.	187,502	20,900.9	149.4	6.62	23.56	43.27
5	LVMH Moët Hennessy Louis Vuitton	France	125,070	13,941.5	15.7	8.55	28.85	4.35
6	Industria de Diseño Textil	Spain	119,498	13,320.5	26.2	1.10	34.76	8.63
7	Walgreen	U.S.	93,545	10,427.5	13.7	3.86	22.42	3.13
8	CVS Health	U.S.	85,391	9,518.5	14.3	5.11	16.14	2.32
9	Costco Wholesale	U.S.	77,921	8,685.8	20.7	5.35	33.16	6.45
10	Lowe's	U.S.	72,832	8,118.6	43.5	3.57	23.79	11.32
11	TJX	U.S.	50,769	5,659.2	52.1	3.56	22.09	11.26
12	JD.com	China	43,110	4,805.5	(12.1)	(0.47)	-	8.81
13	Wal-Mart de Mexico	Mexico	39,104	4,358.9	20.9	0.10	22.25	4.44
14	Seven & i Holdings	Japan	37,455	4,175.1	4.1	0.98	43.15	1.79
15	Westfarmers	Australia	36,462	4,064.4	1.7	0.27	119.79	2.12
16	H&M Hennes & Mauritz	Sweden	36,192	4,034.3	31.2	1.44	17.20	5.23
17	Fast Retailing	Japan	34,600	3,856.8	7.3	4.06	80.26	6.71
18	Target	U.S.	30,867	3,440.7	22.9	4.95	11.28	2.82
19	Kroger	U.S.	27,107	3,021.6	29.0	2.14	13.84	4.05
20	Ahold Delhaize	Netherlands	26,538	2,958.2	7.6	1.02	20.31	1.04
21	Woolworths	Australia	26,021	2,900.5	(12.8)	(0.71)	-	4.11
22	Ross Stores	U.S.	25,480	2,840.3	42.8	2.85	22.80	9.27
23	O'Reilly	U.S.	22,661	2,526.1	57.8	11.36	21.84	13.93
24	Loblaws	Canada	22,323	2,488.3	7.5	1.80	31.05	2.35
25	Dollar General	U.S.	20,002	2,229.6	23.2	4.55	15.99	3.70
26	AutoZone	U.S.	19,663	2,191.8	(71.1)	43.69	15.84	-
27	Dollar Tree	U.S.	19,558	2,180.2	18.3	3.79	21.82	3.63
28	Falabella	Chile	19,484	2,171.9	15.4	0.38	21.33	3.11
29	Tesco	U.K.	19,382	2,160.5	(0.9)	(0.01)	-	2.33
30	Alimentation Couche-Tard	Canada	19,315	2,153.1	28.5	2.73	16.82	4.18

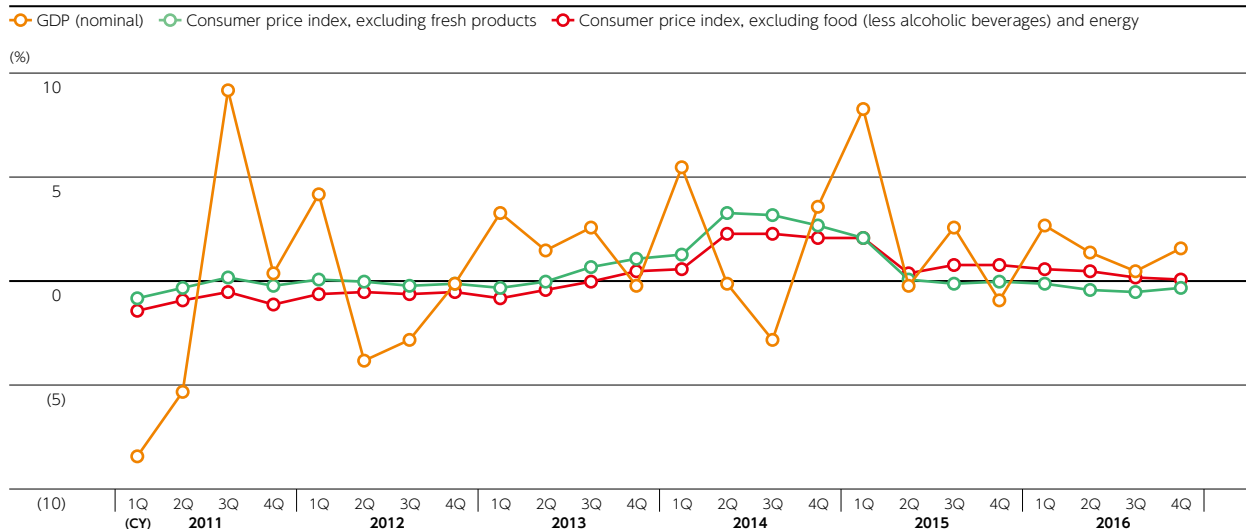
Note: Exchange rate (as of April 28, 2017): U.S.\$1=¥111.47
Source: FactSet

Global
Retail
Industry
Data

Retail Environment in Japan

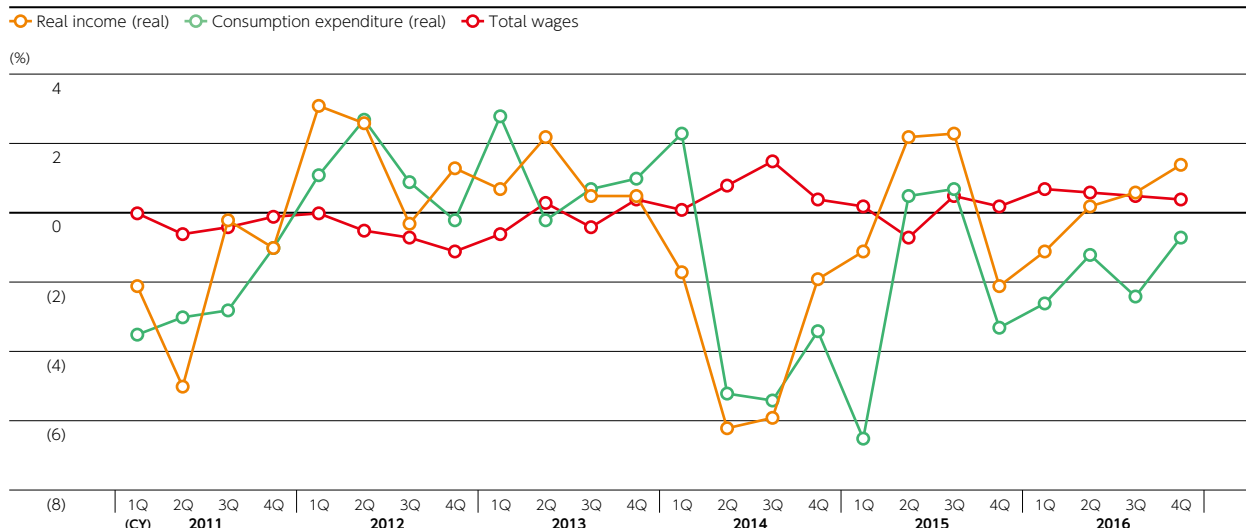
Macroeconomic Environment

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



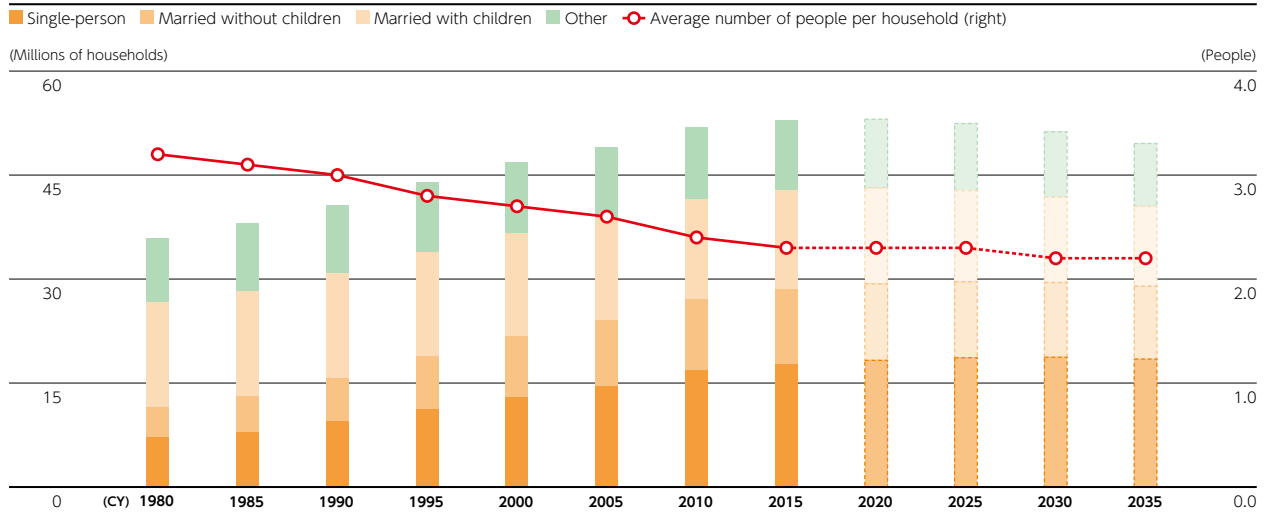
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications) and Monthly Labour Survey (Ministry of Health, Labour and Welfare)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLDS



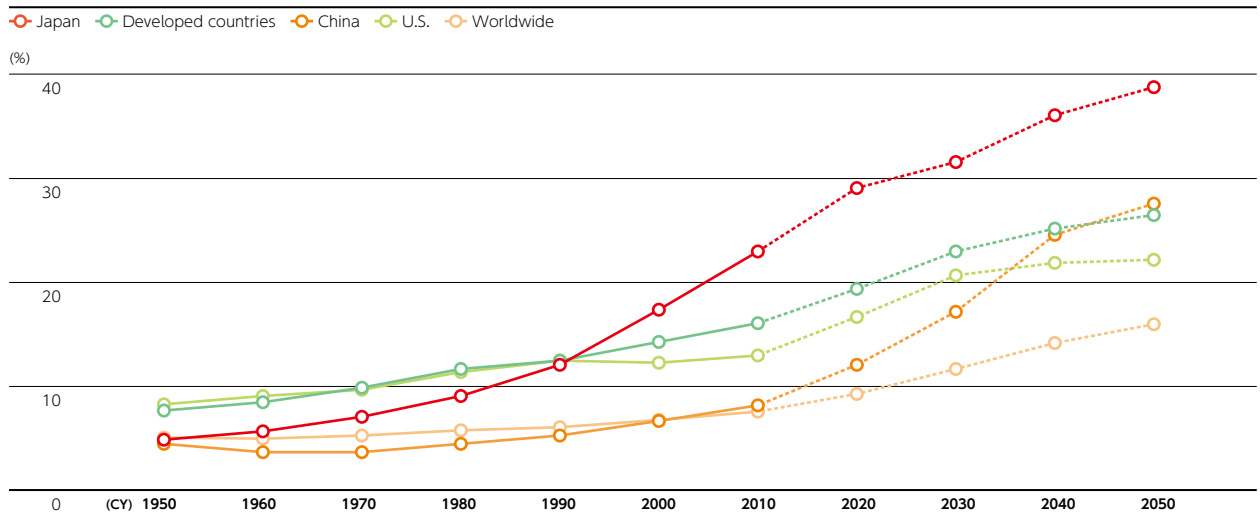
Note: The figures before 2000 are based on an old standard.
Source: National Accounts (Economic and Social Research Institute, Cabinet Office)

CHANGES IN THE NUMBER OF HOUSEHOLDS



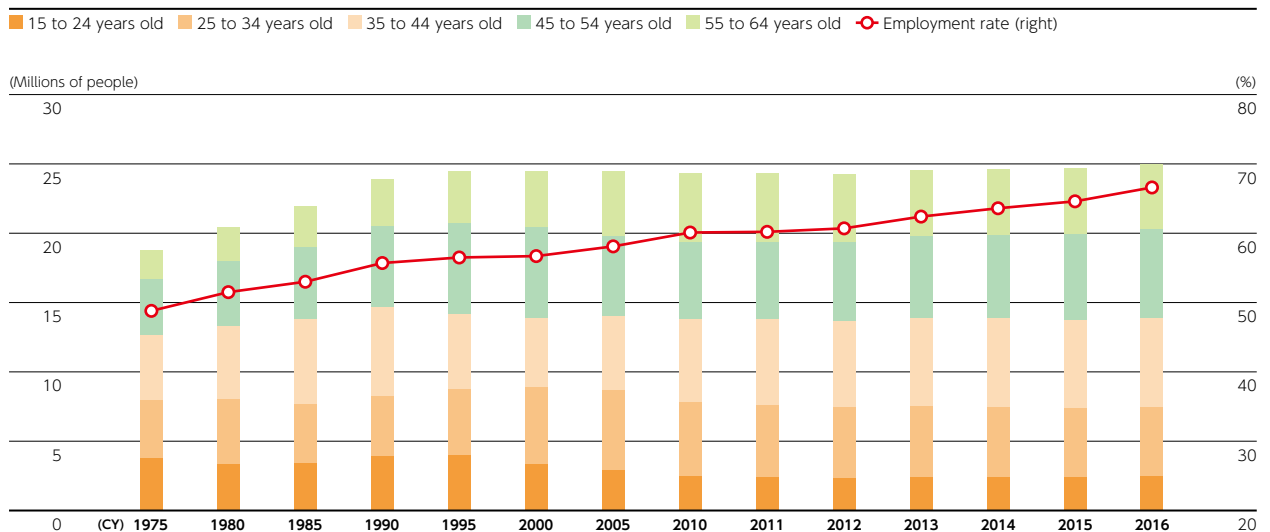
Source: National Institute of Population and Social Security Research

CHANGES IN THE POPULATION OF THOSE AGED OVER 65



Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

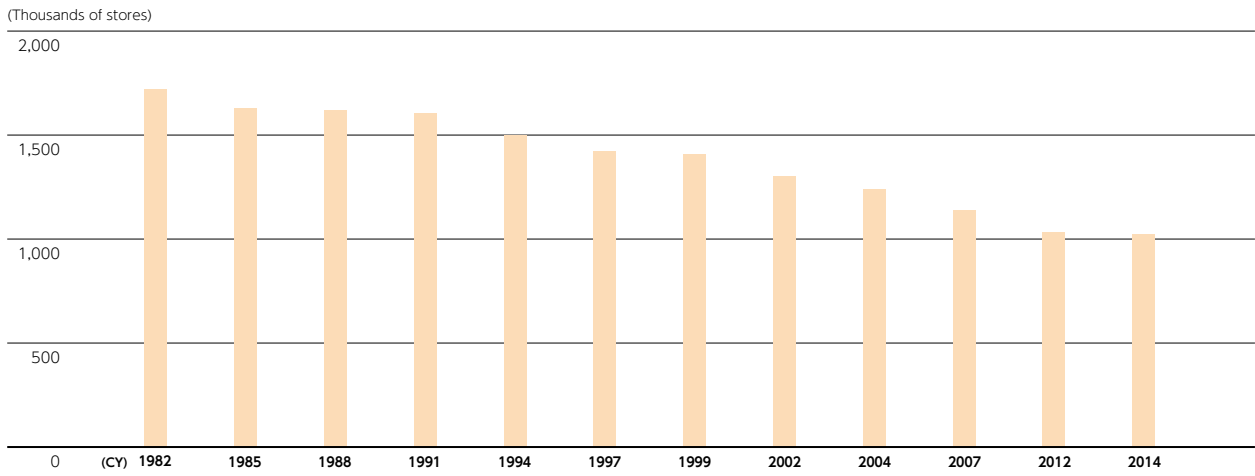
THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

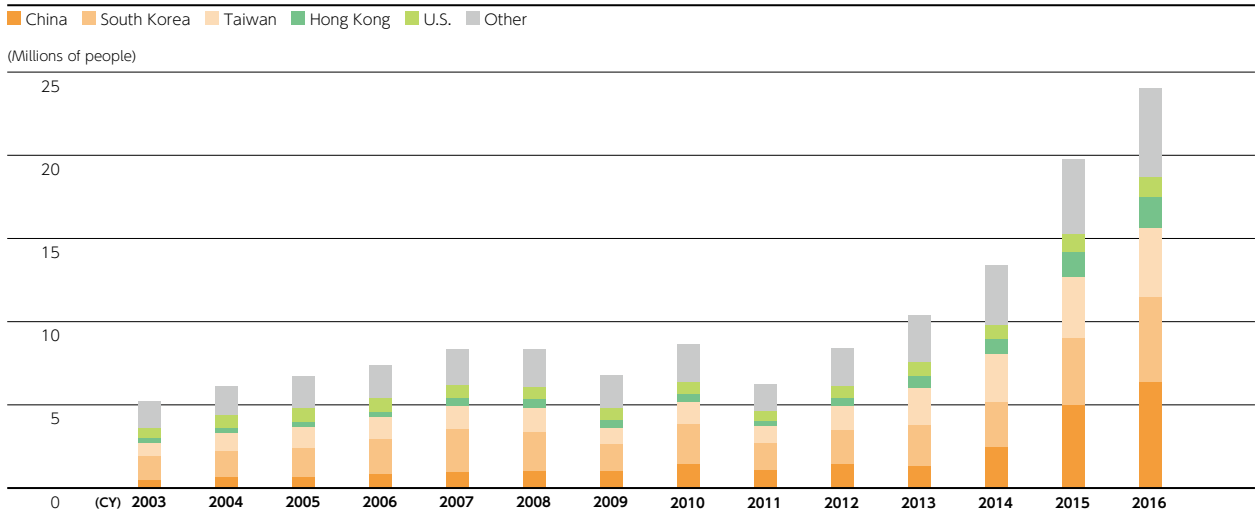
Macroeconomic Environment

TREND IN THE NUMBER OF RETAIL STORES



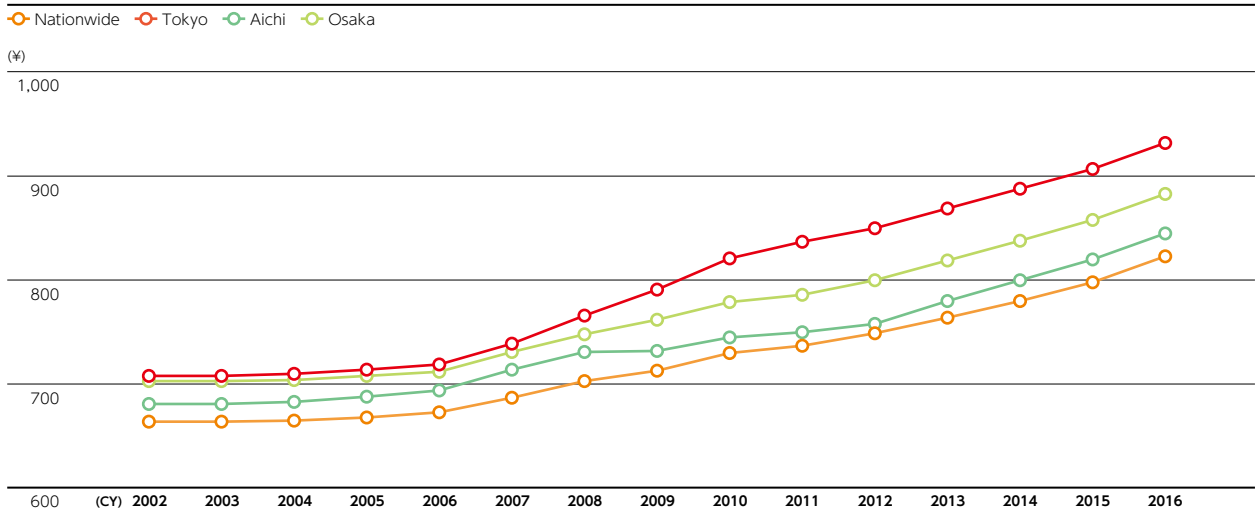
Source: The Census of Commerce

THE NUMBER OF FOREIGN TOURISTS



Source: Japan National Tourism Organization

MINIMUM WAGE NATIONWIDE AND IN THREE MAIN URBAN CENTERS



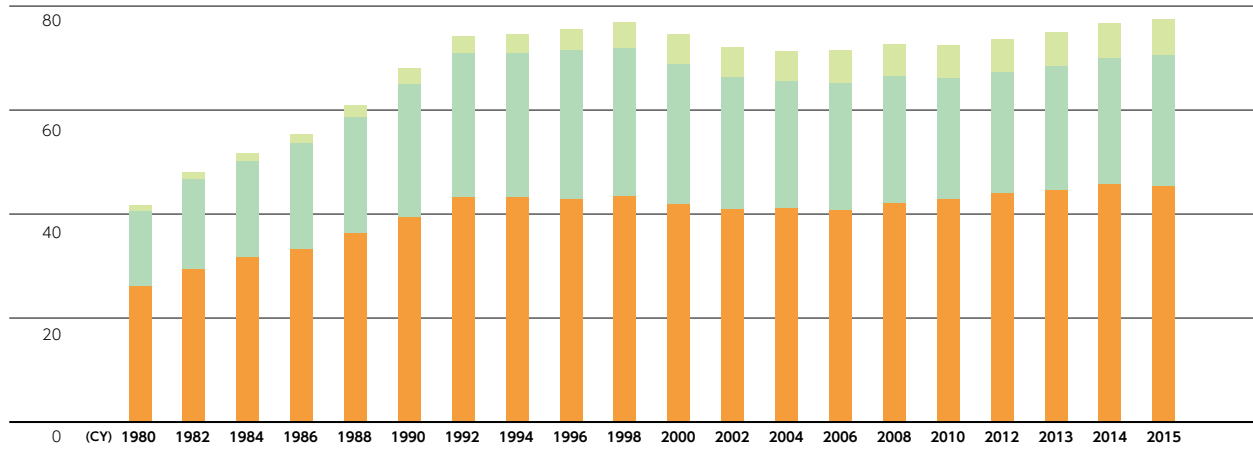
Note: National weighted average
Source: Ministry of Health, Labour and Welfare

Environment of the Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET

Food and beverages Food-service industry Takeout meals

(¥ Trillion)

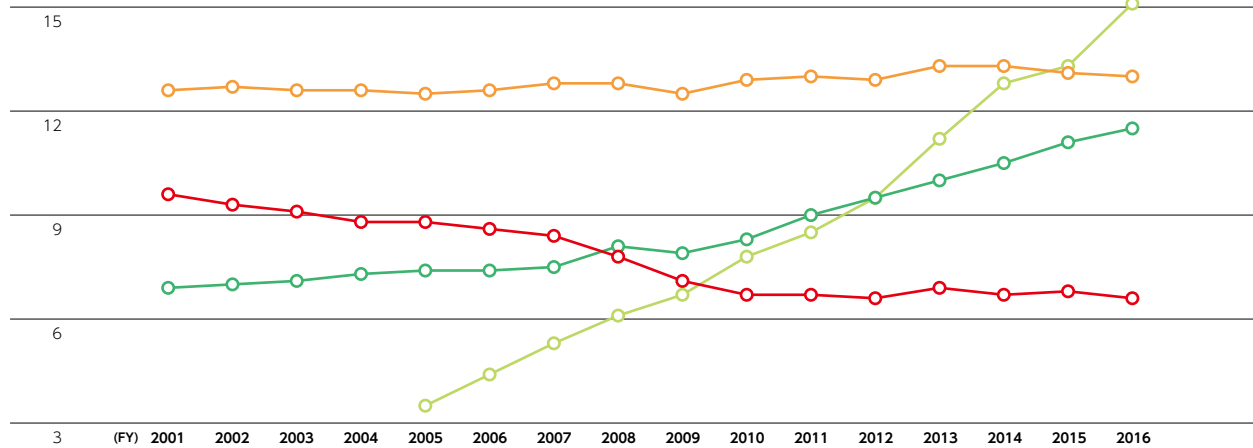


Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry) and the Foodservice Industry Research Institute

TREND IN NET SALES AT MAJOR STORE FORMATS

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

(¥ Trillion)

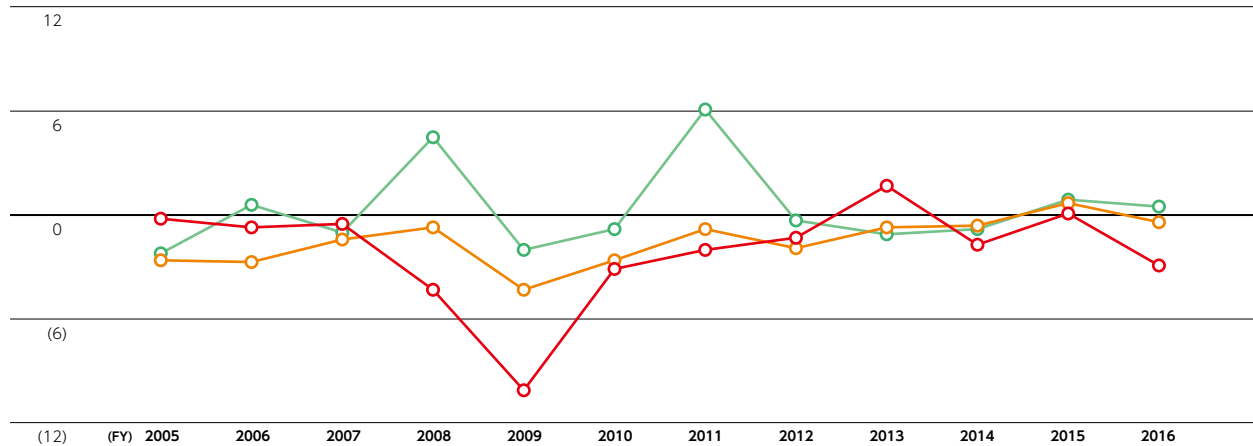


Source: Current Survey of Commerce, E-Commerce Market Survey (Ministry of Economy, Trade and Industry)

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)

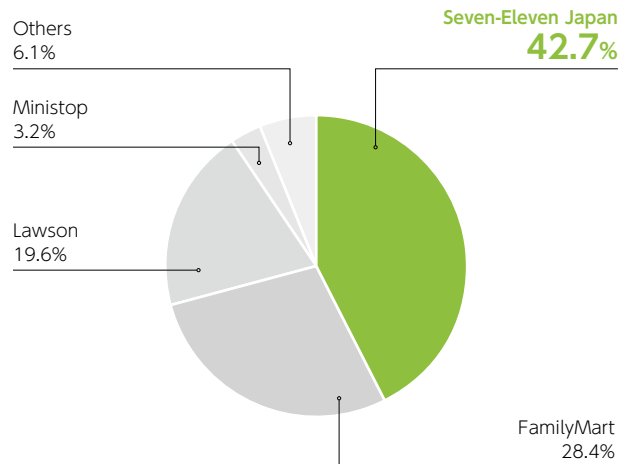
AMONG TOP FOUR FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2017 (¥ Billion)	Share (%)
Convenience stores total market*1	10,586.3	100.0
1 Seven-Eleven Japan	4,515.6	42.7
2 FamilyMart*2	3,009.3	28.4
3 Lawson*3	2,070.8	19.6
4 Ministop	340.4	3.2
Others	650.0	6.1
Top four combined	9,936.2	93.9

*1 Figures for convenience stores and chain stores are sums of sales from March 2016 to February 2017, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

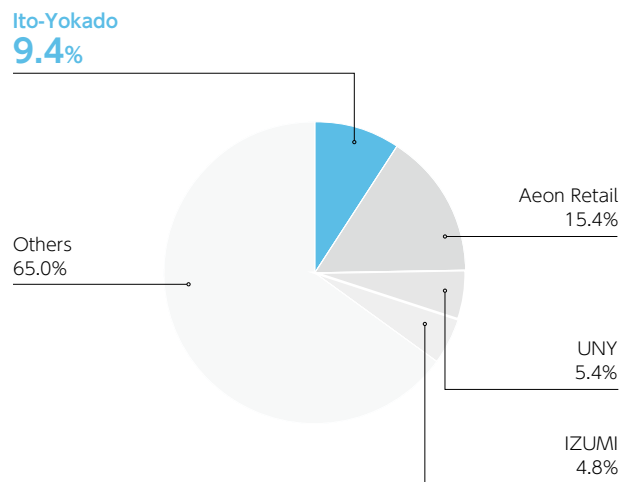
*2 Total store sales of FamilyMart are a sum of the nonconsolidated first half results for the former FamilyMart and Circle K Sunkus before management integration and FamilyMart results following management integration.

*3 Total store sales of Lawson represent the respective sums of the nonconsolidated total store sales and the total store sales of their domestic convenience store subsidiaries.



AMONG TOP FOUR FOR NET SALES AT SUPERSTORES

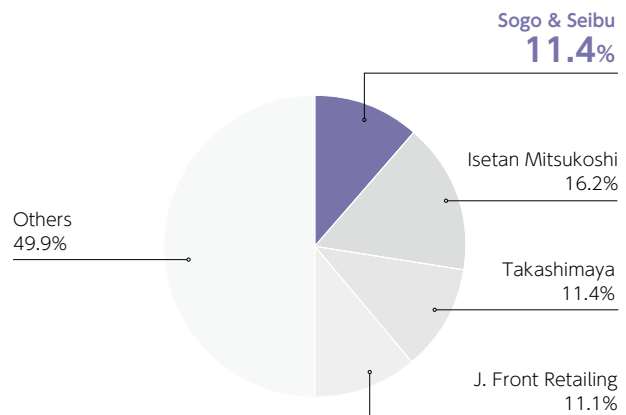
	FY2017 (¥ Billion)	Share (%)
Superstores total market	12,965.2	100.0
1 Aeon Retail	2,006.2	15.4
2 Ito-Yokado	1,219.2	9.4
3 UNY	699.8	5.4
4 IZUMI	618.6	4.8
Others	8,421.3	65.0
Top four combined	4,543.9	35.0
<Reference>		
York-Benimaru	418.7	3.2
York Mart	141.6	1.1



AMONG TOP FOUR FOR NET SALES AT DEPARTMENT STORES

	FY2017 (¥ Billion)	Share (%)
Department stores total market	6,561.0	100.0
1 Isetan Mitsukoshi	1,065.1	16.2
2 Sogo & Seibu	747.9	11.4
3 Takashimaya	745.1	11.4
4 J. Front Retailing	727.9	11.1
Others	3,274.8	49.9
Top four combined	3,286.2	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

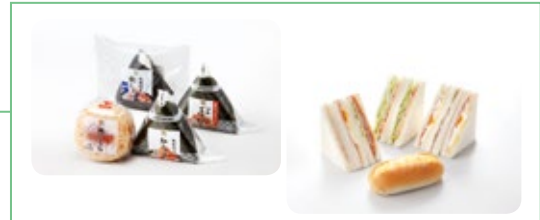
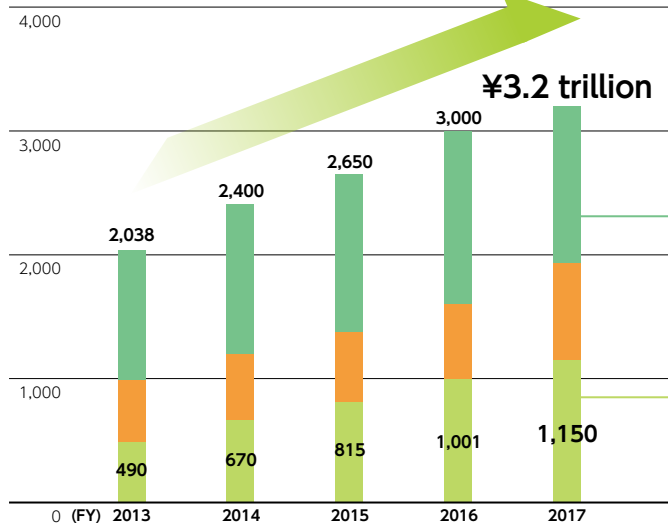
<Group Merchandising Initiatives>

The Seven & i Group aims to further increase net sales and profits by providing unprecedented new value and high-quality products.

The Group will develop its private brand *Seven Premium*, and the original products of each company it owns by pursuing scale benefits through unification of products and purchasing across the Group and building a framework to optimize overall logistics.

SEVEN & i GROUP ORIGINAL PRODUCT SALES

■ *Seven Premium* ■ Original products of Group companies excluding Seven-Eleven Japan
■ Seven-Eleven Japan original products
(¥ Billion)



Group
Business
Strategy

<Seven Premium>

Under its private brand, *Seven Premium*, the Group has developed products leveraging the methods for original product development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, product development expertise, and sales capabilities of its Group companies.

Seven Premium celebrated its 10th anniversary in May 2017 and used the occasion to aim for greater success based on the three policies of further improvement of quality, new value creation and taking on challenges in new domains.

Measures to Reach a New Stage

- FY2020 sales plan ¥1.5 trillion
- Launch new fresh private-brand products, *Seven Premium Fresh*
- No longer use emulsifiers or yeast in *Seven Premium* bread and pastries
- Expand environmentally friendly initiatives to all products by the end of the fiscal year ending February 29, 2020
- Expand *Seven Premium* products globally

New Statement

■ *Seven Premium*



The *Seven Premium* brand continues to evolve. We will continue to propose products that customers require. We will respond in detail to the increasing diversification of lifestyle needs including women's advancement in society, the aging population, interest in the environment, healthy living, and safety and security. *Seven Premium* will support your efforts to create more enjoyable, richer meals by providing better taste and better value.

■ SEVEN CAFÉ



The *SEVEN CAFÉ* brand offers elegant experiences. We will provide relaxing moments in your life with freshly brewed coffee, made using the finest quality ingredients, and delicious authentic baked goods and desserts.

■ *Seven Premium Gold*



Seven Premium Gold is our most luxurious brand. Products are prepared from the finest quality ingredients using meticulous technologies. We will enrich all customers' meals by providing satisfying flavors.

■ *Seven Premium Lifestyle*



With *Seven Premium Lifestyle*, we seek to enrich customers' lives. Products backed by sound technology and quality are provided conveniently in an easy-to-use manner, without burdening the environment. A substantial lineup supports people's lifestyles.

■ *Seven Premium Fresh*

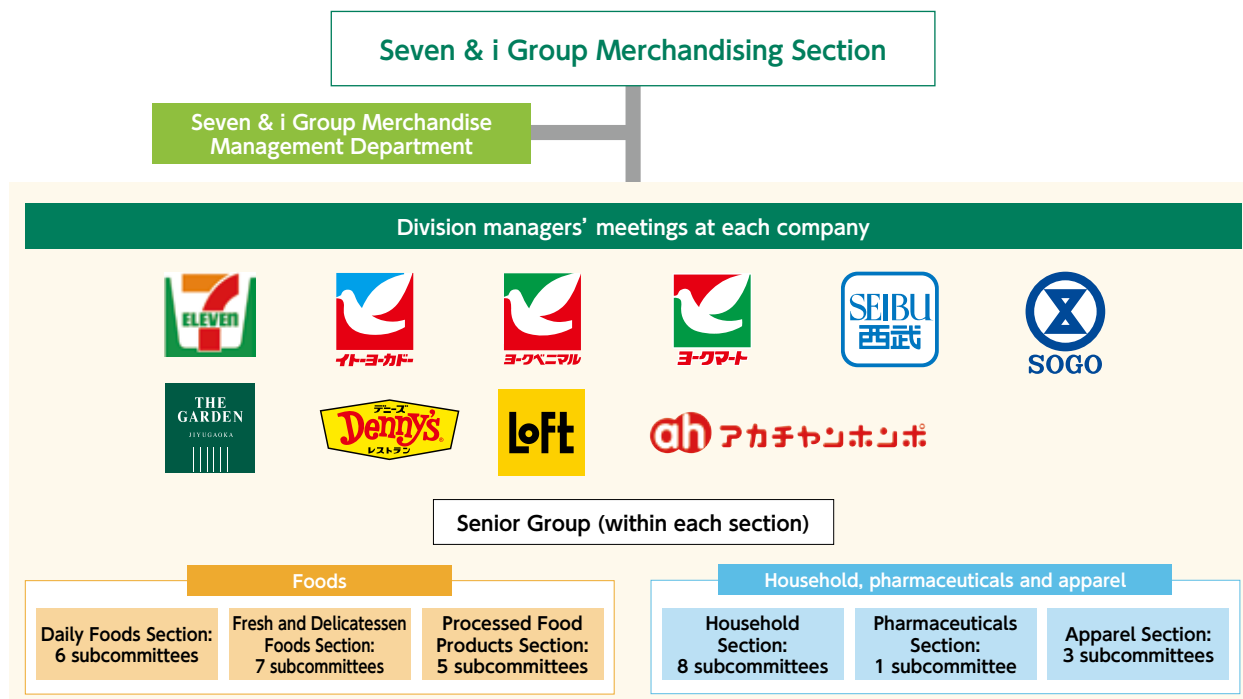


Seven Premium Fresh is a safe and reliable fresh food brand offering a lineup of vegetables, fruits, meats, eggs and fish. The brand connects producers—who have labored long, taking the time to rigorously manage details of where and when food was produced, and carefully nurtured their products—with customers' needs for fresh and tasty foods.

Merchandising

<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
	Jan.	Received the "Most Excellent Award, Nikkei Award" at the 2008 Nikkei Superior Products and Services Awards
2009	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
	Sept.	Started sales of <i>Seven Gold</i>
2011	May	Launched a new brand strategy sweeping overhaul of product content, logo, and packaging
	May	Started sales of miscellaneous goods private-brand <i>Seven Lifestyle</i>
2012	July	Started sales of apparel
	Nov.	Launched private-brand beer product developed by a major Japanese brewer
	Apr.	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
2017	May	<i>Seven Premium's</i> 10th anniversary

PROMOTING RENEWAL OF SEVEN PREMIUM

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

Through the Seven Premium 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.

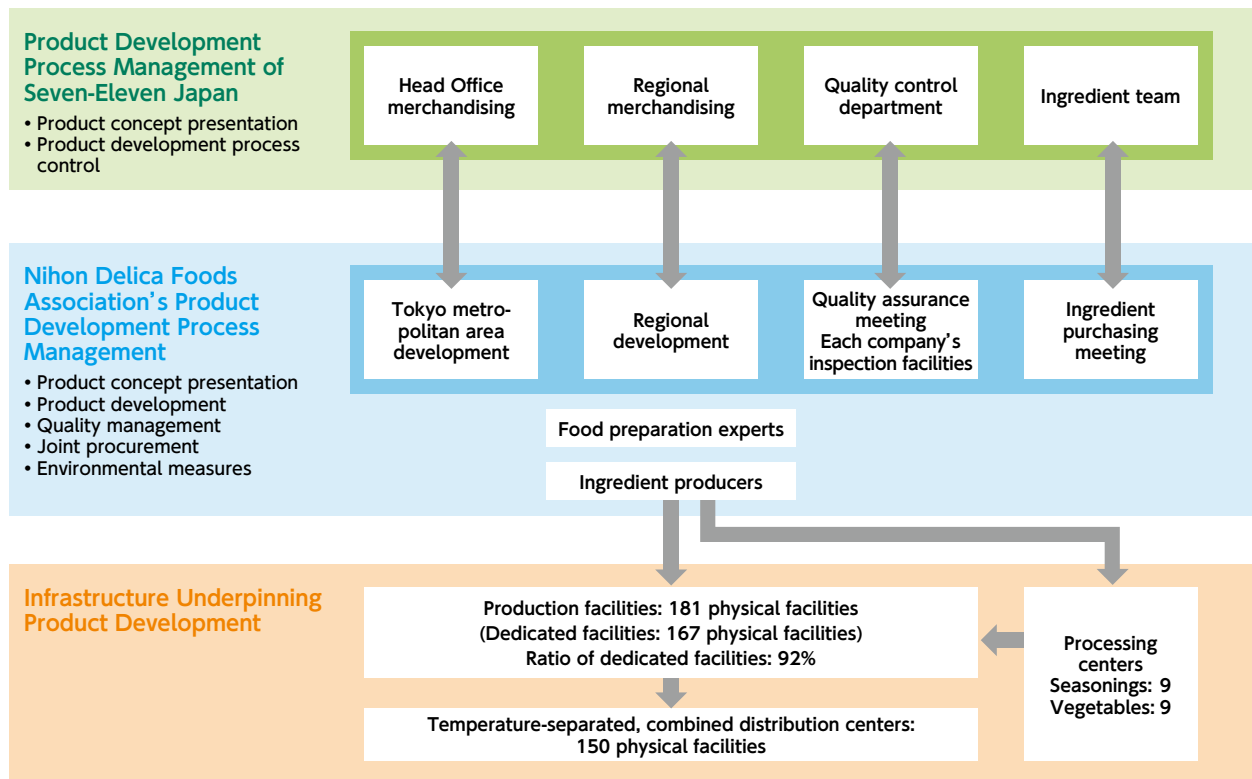
PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR

The number of products that sold over ¥1 billion per year in FY2017 was 192 items, an increase of 17 items year on year.



Original Daily Food Product Development by Seven-Eleven Japan

<Food Product Development System>



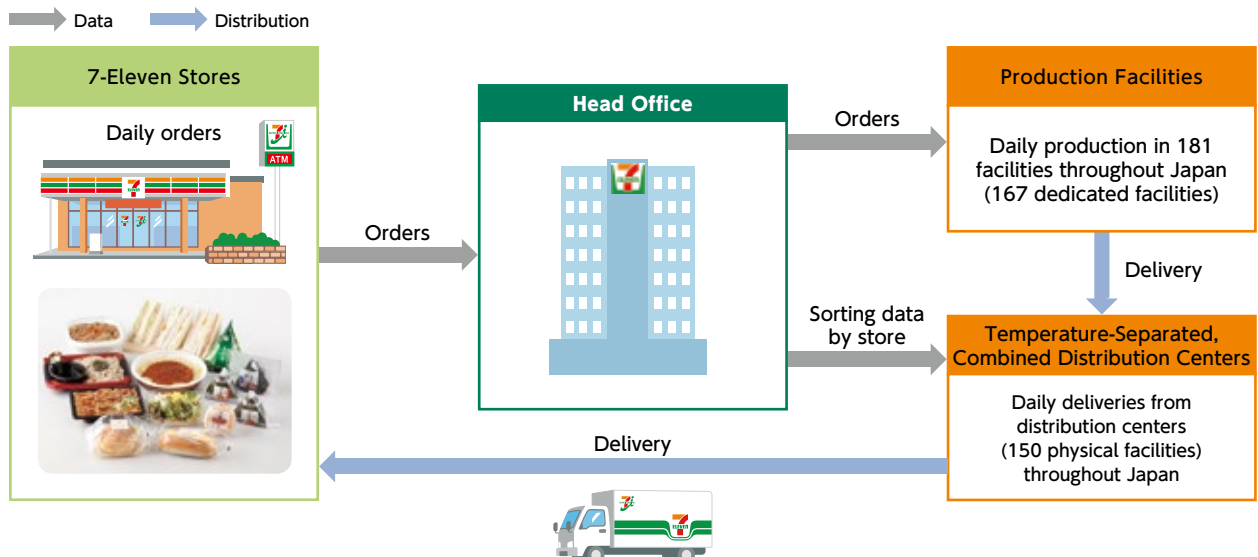
Group Business Strategy

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 28, 2017.

<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



<Centers>

Seven-Eleven Japan

(As of February 28, 2017)

	Number of distribution centers	Number of physical facilities
5°C	72	5°C 10 20°C 14
20°C	76	Shared 62

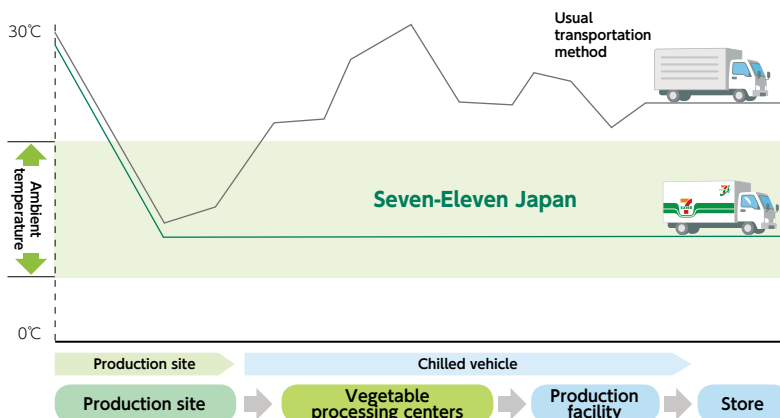
Ito-Yokado and York-Benimaru

(As of February 28, 2017)

	Ito-Yokado	York-Benimaru
Perishables distribution centers	12	6
Vegetables and fruits centers	4	

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

<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

<Omni-Channel Strategy>

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, superstores, supermarkets, 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 start of the Group's e-commerce site *omni7* in November 2015, and strategies have been revised and rethought from the customer's perspective rather than centering on e-commerce.

The Group focused on one of its strengths, the 22 million customers that come through the doors of Group stores daily, and changed its strategy. The Group also started development of a smartphone app for share point programs among all companies and other uses.

The Convenience of *omni7*

Receiving	· 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

Group
Business
Strategy

<Services on *omni7* (the Group's e-commerce site)>

omni7 has "site sales" and "store sales" services. In the "site sales" service, products purchased online are 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. "Store sales" service sales are recorded by each individual store. E-commerce sales through *omni7* were ¥97.6 billion in the fiscal year ended February 28, 2017.

	Site sales					Store sales	
	<i>Seven Net Shopping</i>	Ito-Yokado Internet Mail-Order	Sogo & Seibu e-depart	Akachan Honpo Internet Mail-Order	THE LOFT Internet Mail-Order	<i>Seven-Meal</i>	Ito-Yokado Net Supermarket
Handled categories	Books, CDs, DVDs, etc.	Food, household goods, etc.	Cosmetics, premium sundries, etc.	Baby sundries, etc.	Miscellaneous goods	Boxed lunches, <i>sozai</i> prepared dishes, etc.	Food including fresh food, household goods, etc.
E-commerce sales	¥14.1 billion	¥2.6 billion	¥2.8 billion	¥5.6 billion	¥0.5 billion	¥26.6 billion	¥44.7 billion
Number of members	Approx. 4.41 million						Approx. 2.46 million

Note: Sales are for FY2017, and number of members is as of February 28, 2017.

<Ito-Yokado's Net Supermarket>

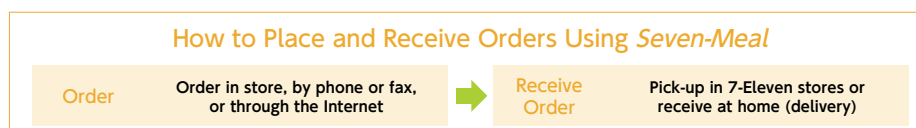
Ito-Yokado stores manage *Net Supermarket*. Stores receive orders from customers in their catchment area over the Internet, and fresh products from the stores are delivered at a designated time in as little as four hours, for the same price as in the stores.

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).



<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, all produced under the direction of a registered dietician. Delivery is free for orders of ¥500 (including tax) or over and costs ¥123 per delivery for smaller orders.



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.

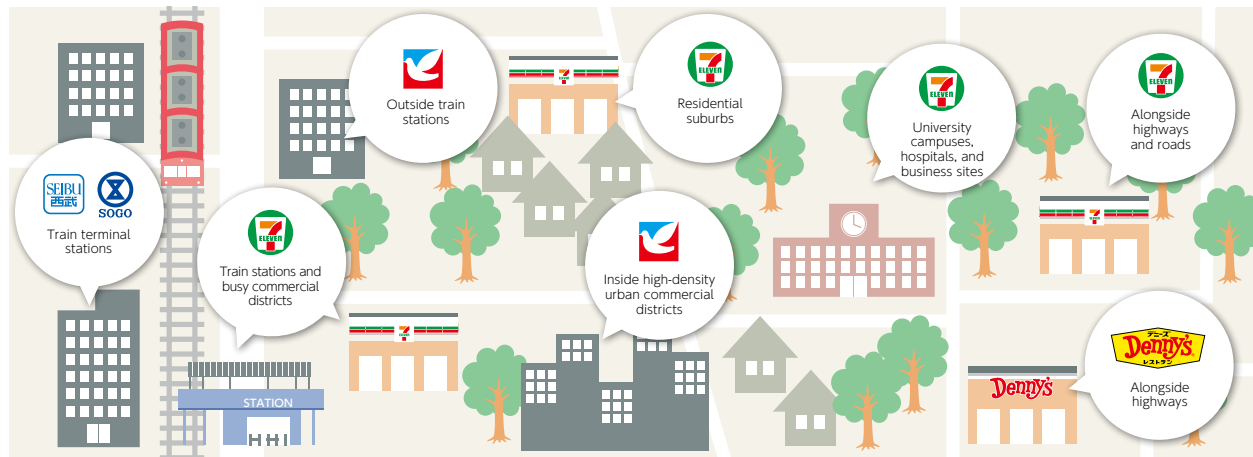
<Market Concentration Strategy>

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
- Increasing store-visit frequency

<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 2017
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 York Mart	<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
Department store	SEIBU Sogo	<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"
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 33 prefectures • Open 44 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 33 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 28, 2017.

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 FY2017>



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 28, 2017)

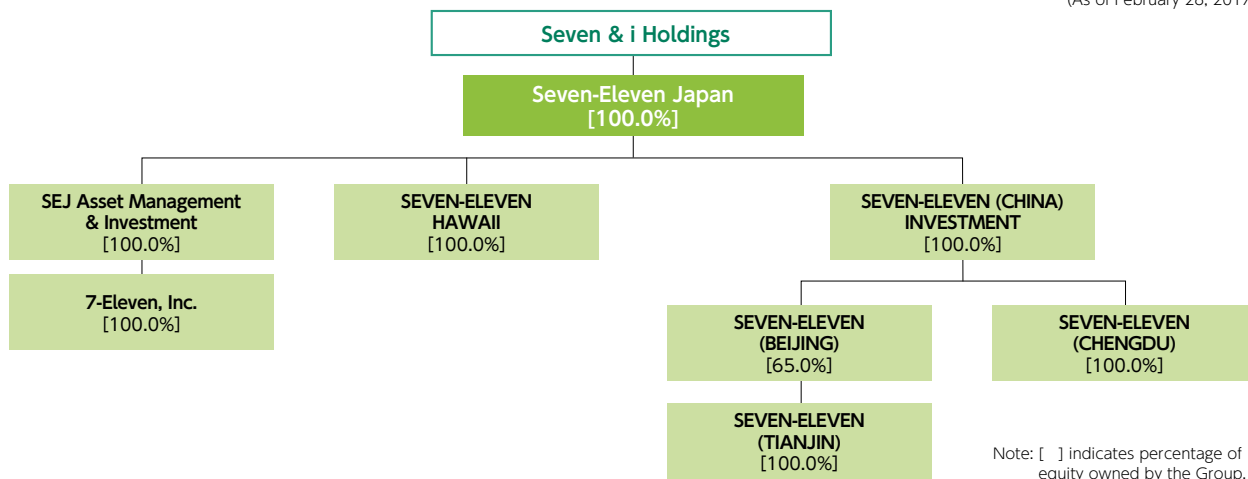
									
Hokkaido	959	11	-	-	-	-	-	3	1
Tohoku	1,247	10	149	-	1	12	4	5	
Kanto	7,549	125	64	78	10	281	47	58	
Chubu	3,267	14	-	-	2	75	17	13	
Kinki	2,726	10	-	-	4	18	21	16	
Chugoku	1,227	1	-	-	1	-	7	8	
Shikoku	322	-	-	-	1	-	2	3	
Kyushu	2,125	-	-	-	-	-	5	5	
Total	19,422	171	213	78	19	386	106	109	

Global Strategy

<Capital Relationships in the Group's Convenience Store Operations>

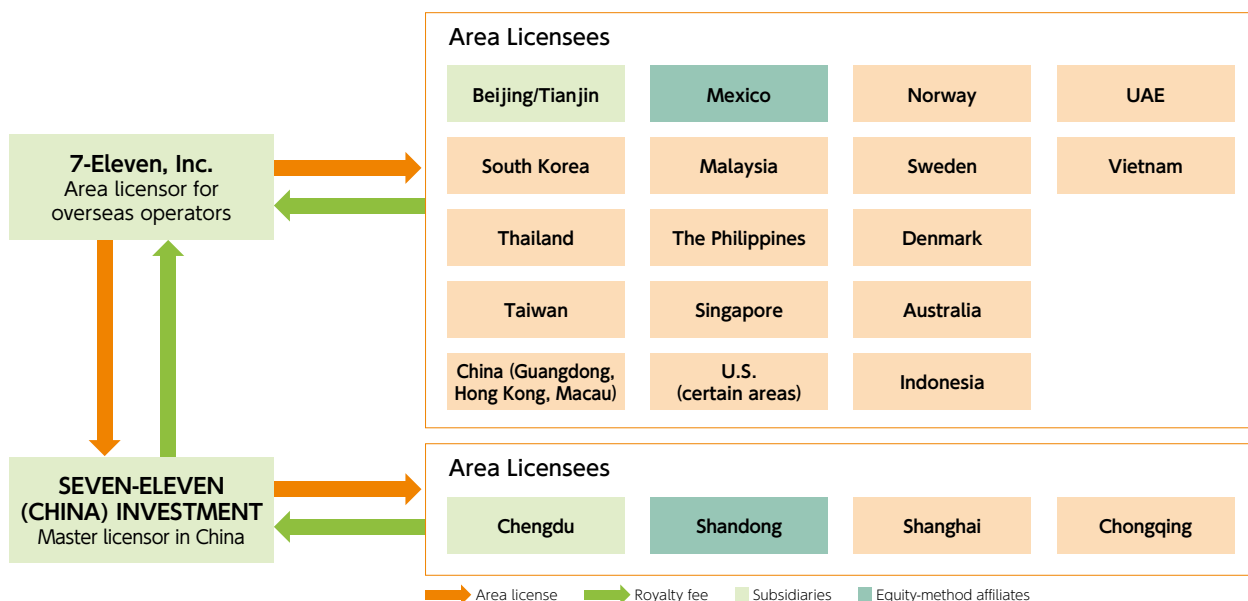
Seven & i Holdings' subsidiaries and affiliates operate 7-Eleven convenience stores in Japan, North and Central America, and China (Beijing, Tianjin, Chengdu, and Shandong). In countries and regions where the Company has no local subsidiaries, leading corporate groups operate 7-Eleven stores as area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

(As of February 28, 2017)



<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)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Japan	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572	19,422
U.S. and Canada	6,683	6,782	6,972	7,188	7,752	8,545	8,641	8,646	8,868	9,077
South Korea	1,750	1,995	2,186	3,145	5,249	6,986	7,085	7,231	8,000	8,556
Thailand	4,279	4,778	5,270	5,790	6,276	6,822	7,429	8,127	8,832	9,542
Taiwan	4,705	4,800	4,744	4,750	4,801	4,852	4,919	5,040	5,029	5,107
China	1,358	1,512	1,670	1,711	1,792	1,919	2,001	2,064	2,182	2,357
Others	3,104	3,573	4,101	4,477	5,110	5,563	6,039	6,682	7,228	7,744
Total	33,913	35,738	37,696	40,293	44,985	49,759	52,433	55,281	58,711	61,805

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]	9,542
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	8,556
Taiwan/China (Shanghai)	President Chain Store Corp. [Uni-President Enterprises Corp.]	5,209
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,122
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	1,995
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,878
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,814
Australia	7-Eleven Stores Pty. Ltd.	646
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	524
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	417
U.S.	Resort Retailers, Inc.	307
	Southwest Convenience Stores, Inc.	
Indonesia	PT Modern Sevel Indonesia [PT Modern Internasional Tbk]	155
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhong di Group Co., Ltd.]	38
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	35
UAE	SEVEN EMIRATES INVESTMENT LLC	7
Vietnam	SEVEN SYSTEM VIETNAM JSC	-

Notes: 1. The number of stores is as of December 31, 2016.
 2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
 3. Open the first store in Vietnam in June 2017.

<Support Program for Existing Area Licensees>

To enhance the value of the 7-Eleven brand, Seven-Eleven Japan and master licensor 7-Eleven, Inc. have developed a program to improve the operation level of area licensees around the world. The program is being implemented for the new area licensees in Vietnam, as well as for existing area licensees in South Korea, Singapore, Hong Kong, Macau and the UAE, 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 skills of operation field consultants for forecasting product assortments
- Comprehensive support for store development, logistics, construction & equipment and IT systems, etc.

2. Establish a model store

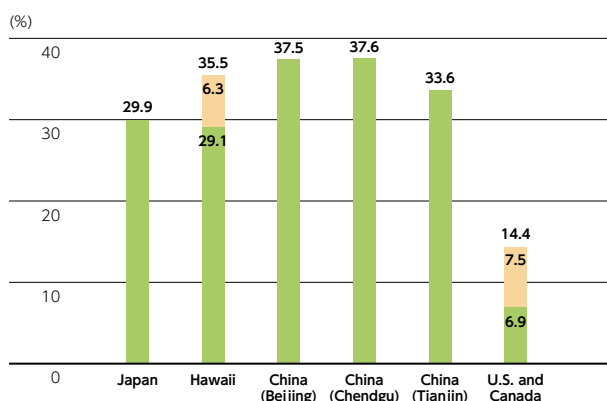
- Remodel an existing store and execute enhanced product assortment and display, as well as friendly service in line with local characteristics, based on Seven-Eleven Japan's experience
- Roll out successful cases of model stores to other existing stores, build model areas, and support franchise business 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 FY2017



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, 2016.

Global Strategy

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.

(December 31, 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.\$55.16 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	-	CNY726.2 million	Seven-Eleven Japan Co., Ltd. 100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience stores	Nov. 2012	Nov. 2012	CNY140 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.\$47.25 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)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Chengdu Ito-Yokado	19,682	26,690	36,738	41,192	48,048	50,672	53,513	62,788	70,650	79,686	67,276
Hua Tang Yokado	26,514	33,901	36,369	31,932	30,008	28,477	27,902	34,015	31,814	24,066	15,869
SEVEN-ELEVEN (BEIJING)	1,997	3,563	4,686	5,204	5,874	7,754	11,273	14,458	17,983	21,781	20,871
SEVEN-ELEVEN (TIANJIN)	-	-	-	-	-	-	-	3,136	3,783	4,623	4,551
SEVEN-ELEVEN (CHENGDU)	-	-	-	-	-	517	1,909	3,505	4,204	4,036	3,435
Exchange rate (CNY1=)	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18	¥19.23	¥16.42

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)



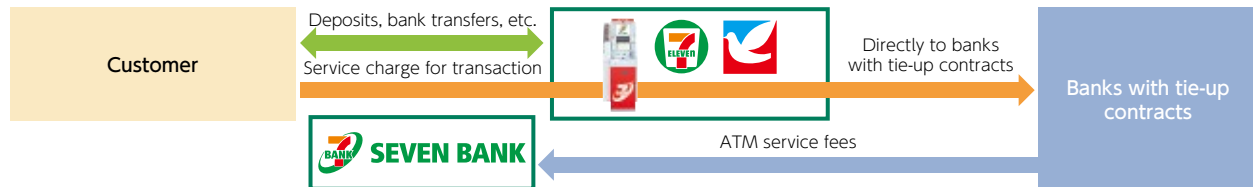
SEVEN-ELEVEN (CHENGDU)

Financial Services

Bank Business

<ATM Services>

As of the end of March 2017, Seven Bank has tie-up contracts with 601 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>

Seven Bank offers 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 FY2017 was 979,000, approximately 1.2 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



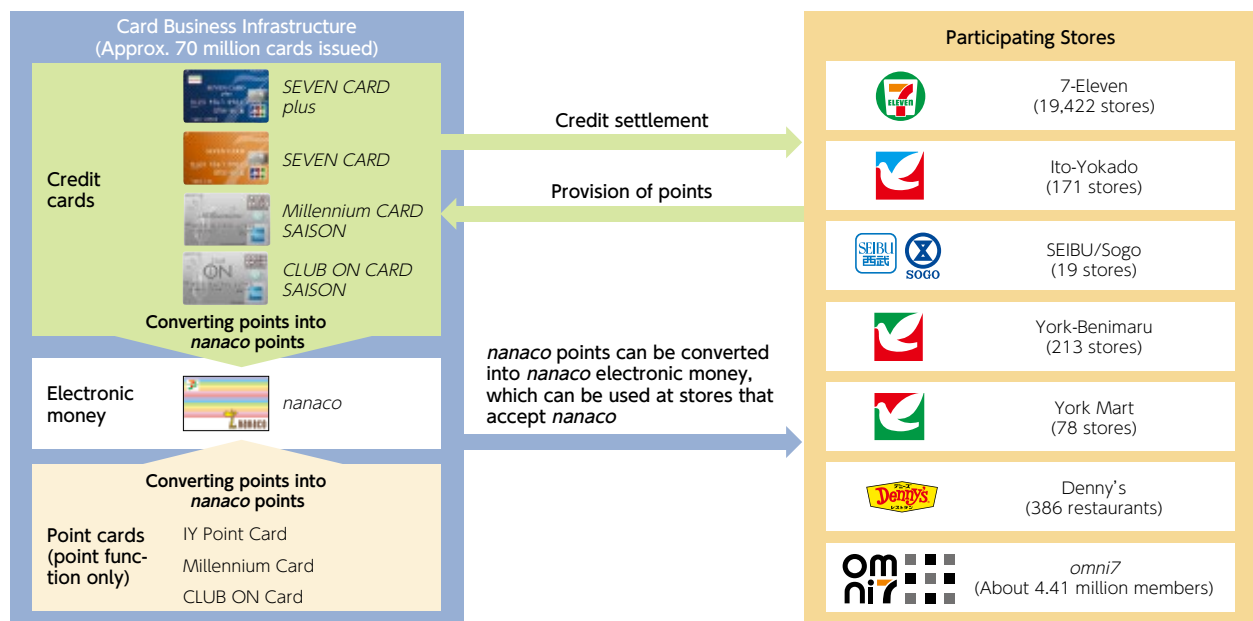
Card Business

<Group Card Business>

The Seven & i Group has issued about 70 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**.



Notes: 1. The numbers of cards issued, stores, and omni7 members are as of February 28, 2017.

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

* 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*.

Major Group Companies' Data

Domestic Convenience Store Operations

Seven-Eleven Japan

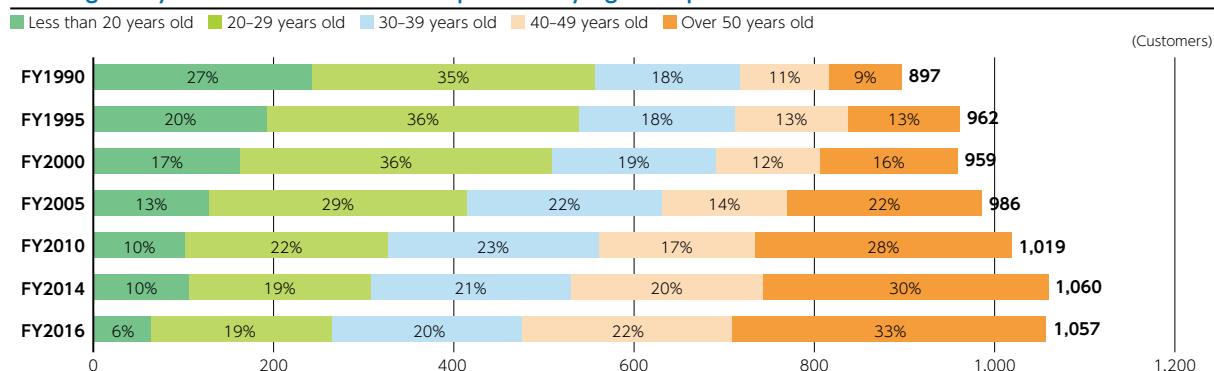
(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	576,186	617,559	679,561	736,343	793,661	833,743
Selling, general and administrative expenses	326,216	364,893	397,767	439,785	481,362	514,907
Operating income	183,160	186,763	212,785	223,356	235,033	243,493
Ordinary income	189,759	194,104	220,927	232,593	256,726	251,265
Net income	100,738	112,446	134,371	136,924	162,910	144,151
Capital expenditures	93,644	112,514	124,350	129,438	124,543	125,045
Depreciation and amortization*1	38,368	46,292	39,002	47,698	51,784	58,829
Total assets	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944
Net assets	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157
Total store sales	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605
Processed food	872,616	926,229	979,348	1,034,131	1,115,677	1,183,088
Fast food	852,933	940,263	1,077,661	1,186,445	1,278,738	1,350,166
Daily food	403,503	449,080	487,783	517,065	579,294	614,122
Nonfood	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228
Existing store sales increase*2	6.7 %	1.3 %	2.3 %	2.4 %	2.9 %	1.8 %
Number of customers	2.6 %	0.5 %	2.4 %	0.7 %	1.3 %	0.1 %
Average spending per customer	4.0 %	0.8 %	(0.1)%	1.7 %	1.6 %	1.7 %
Average daily sales per store (¥ Thousand)	669	668	664	655	656	657
Average daily sales per store of new stores (¥ Thousand)	570	527	522	513	530	533
Merchandise gross profit margin	29.7%	30.0%	30.7%	31.4%	31.6%	31.8%
Processed food	38.3%	38.2%	38.7%	38.8%	38.9%	39.2%
Fast food	34.3%	34.3%	35.1%	35.7%	35.5%	35.7%
Daily food	33.2%	33.1%	33.2%	33.1%	33.2%	33.4%
Nonfood	18.6%	19.1%	19.6%	20.7%	20.9%	21.0%
Number of stores	14,005	15,072	16,319	17,491	18,572	19,422
Openings	1,201	1,354	1,579	1,602	1,651	1,682
Closures	428	287	332	430	570	832
Relocations, etc.	346	237	255	347	450	670
Franchised stores	13,607	14,638	15,879	17,021	18,071	18,977
Type A	4,263	4,244	4,333	4,353	4,448	4,554
Type C	9,344	10,394	11,546	12,668	13,623	14,423
Provisional management contracts	1	1	0	0	0	0
Directly operated stores	397	433	440	470	501	445
Ratio of stores with liquor license	98.9%	98.9%	99.0%	98.9%	98.7%	98.6%
Ratio of stores with cigarette license	92.8%	94.1%	94.8%	95.5%	95.5%	95.7%
Total sales floor space (m ²)	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701
Full-time employees (fiscal year-end)	5,686	6,070	6,567	7,191	8,054	8,562
Payment acceptance services						
Number of transactions (thousand)	358,732	384,913	402,999	418,845	439,138	460,585
Total value of transactions (¥ Million)	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738

*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

Overseas Convenience Store Operations

7-Eleven, Inc.

(Fiscal year-end December, ¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations*1	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542
Revenues from operations (U.S.\$ Thousand)	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764
Other operating revenues from above*2	133,997	149,593	192,656	219,307	271,081	260,078
Selling, general and administrative expenses	208,726	226,458	307,975	341,225	395,162	372,662
Selling, general and administrative expenses (U.S.\$ Thousand)	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836
Operating income	32,737	38,175	51,207	59,651	77,478	76,671
Operating income (U.S.\$ Thousand)	410,238	478,326	523,971	563,868	639,790	704,832
Net income	22,413	22,378	29,738	35,870	45,181	45,470
Net income (U.S.\$ Thousand)	280,865	280,397	304,295	339,077	373,093	418,003
Capital expenditures	103,475	155,440	80,195	63,226	159,772	216,776
Depreciation and amortization	37,180	39,794	53,404	56,482	65,381	64,992
Total assets	510,901	726,876	903,326	1,088,910	1,137,495	1,231,149
Net assets	307,359	378,486	514,957	658,465	681,404	705,025
Total store sales	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199
Processed food	330,041	370,882	500,880	567,290	695,119	650,509
Fast food	136,335	146,891	187,673	216,881	261,947	244,299
Daily food	58,393	62,226	81,057	93,544	110,427	101,814
Nonfood	351,902	374,099	501,514	553,712	661,355	624,655
Merchandise	876,672	954,100	1,271,126	1,431,429	1,728,848	1,621,278
Gasoline	747,423	898,062	1,370,054	1,403,035	1,221,573	1,113,921
Existing store sales increase (U.S. merchandise sales)*3	2.8%	2.9%	1.0%	3.1%	5.8%	2.1%
Average daily sales per store (¥ Thousand)	349	350	424	473	569	4,769
Average daily sales per store (U.S.\$)	4,372	4,383	4,340	4,472	4,695	519
Merchandise gross profit margin	34.7%	35.2%	34.8%	34.5%	34.6%	34.8%
Gasoline sales (thousand gallons)	-	-	3,884,838	4,001,566	4,292,288	4,910,026
Gasoline retail gross profit (cents/gallon)	-	-	20.29	20.81	19.80	20.05
Exchange rate (Income statements) (U.S.\$1=)	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10	¥108.78
Exchange rate (Balance sheets) (U.S.\$1=)	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61	¥116.49
Number of stores	7,149	8,118	8,292	8,297	8,500	8,707
Openings	643	1,078	462	238	344	356
Closures	104	109	288	233	141	149
Franchised stores	5,437	5,870	6,219	6,390	6,752	7,008
Directly operated stores	1,712	2,248	2,073	1,907	1,748	1,699
Stores with gas station	2,719	3,195	3,300	3,165	3,168	3,374
Total sales floor space (m ²)	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783
Full-time employees*4	13,596	17,330	16,553	15,591	14,379	15,021

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

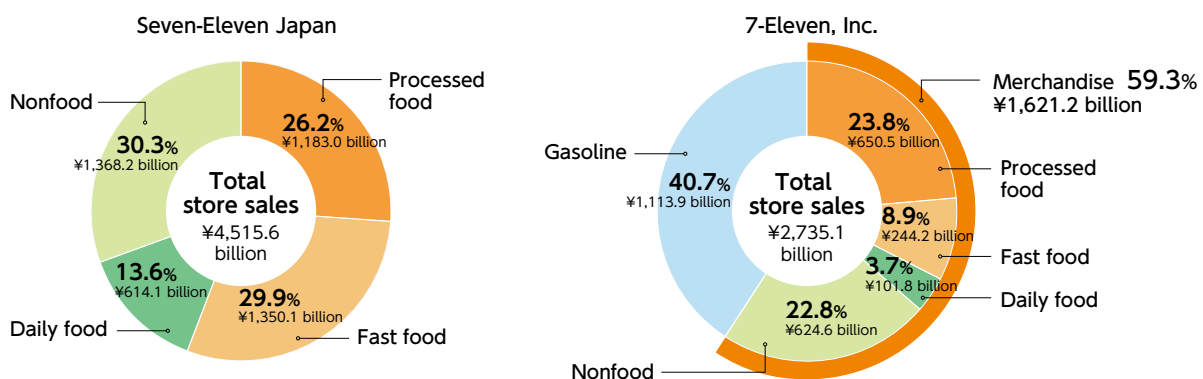
*1 Revenues from operations include sales at directly operated stores, gasoline sales and other operating revenues.

*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.

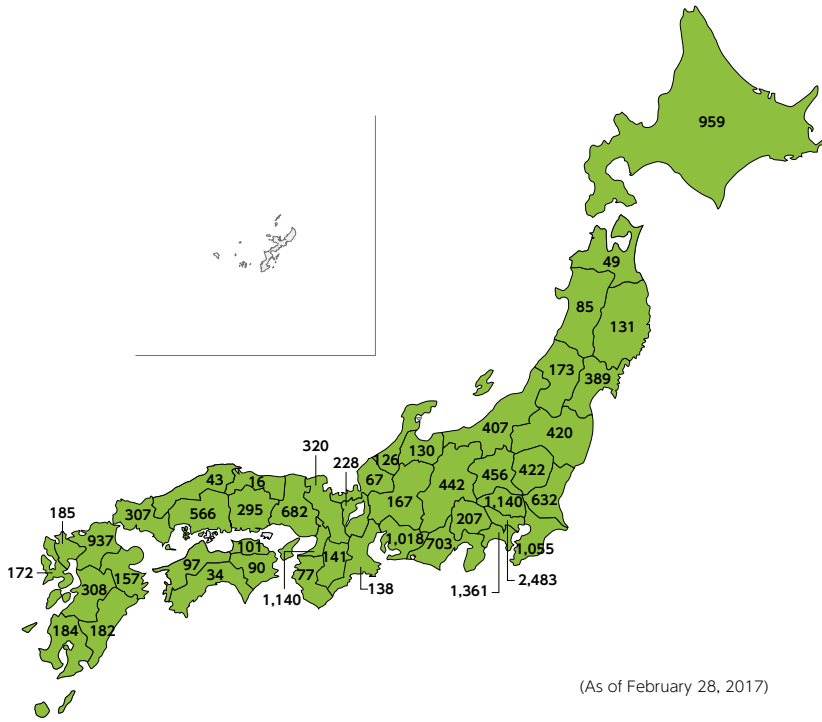
<Sales Composition by Product>



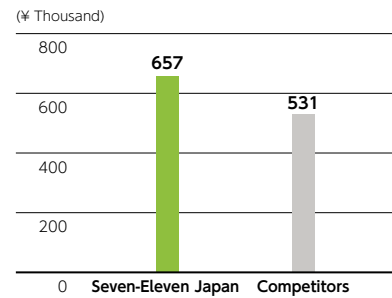
Domestic Convenience Store Operations/Overseas Convenience Store Operations

<Store Network>

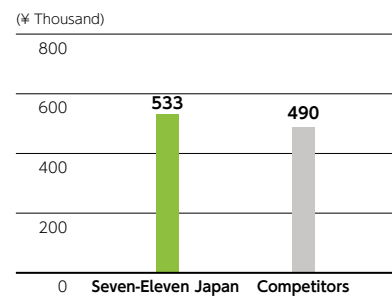
Seven-Eleven Japan



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Note: Competitors' information is the simple average of two major convenience store chains (FY2017).

Number of Major Convenience Store Chains in Japan

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Seven-Eleven Japan	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572	19,422
Lawson	9,527	9,761	9,994	10,457	11,130	11,606	12,276	12,395	13,111
FamilyMart*1	7,404	7,688	8,248	8,834	9,481	10,547	11,328	11,656	18,125
Circle K Sunkus	6,166	6,219	6,274	6,169	6,242	6,359	6,353	6,350	-
Other CVS*2	6,652	6,498	5,888	5,326	5,420	5,163	4,932	5,174	4,264
Nationwide	42,047	42,919	43,636	44,791	47,345	49,994	52,380	54,147	54,922

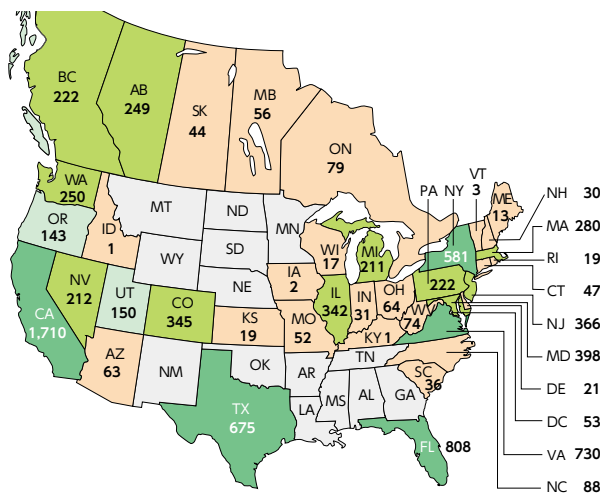
Sources: Japan Franchise Association and public information of each company

*1 The number of FamilyMart stores for the fiscal year ended February 28, 2017 includes the number of Circle K Sunkus stores following management integration.

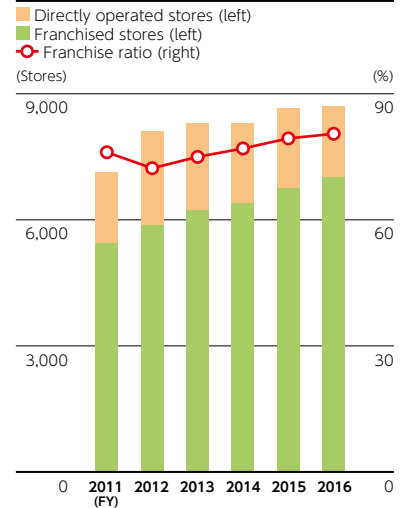
*2 The fiscal year ended February 28, 2017 excludes the three main companies.

7-Eleven, Inc.

Number of stores: ■ 500~ ■ 200~499 ■ 100~199 ■ ~99 (As of December 31, 2016)

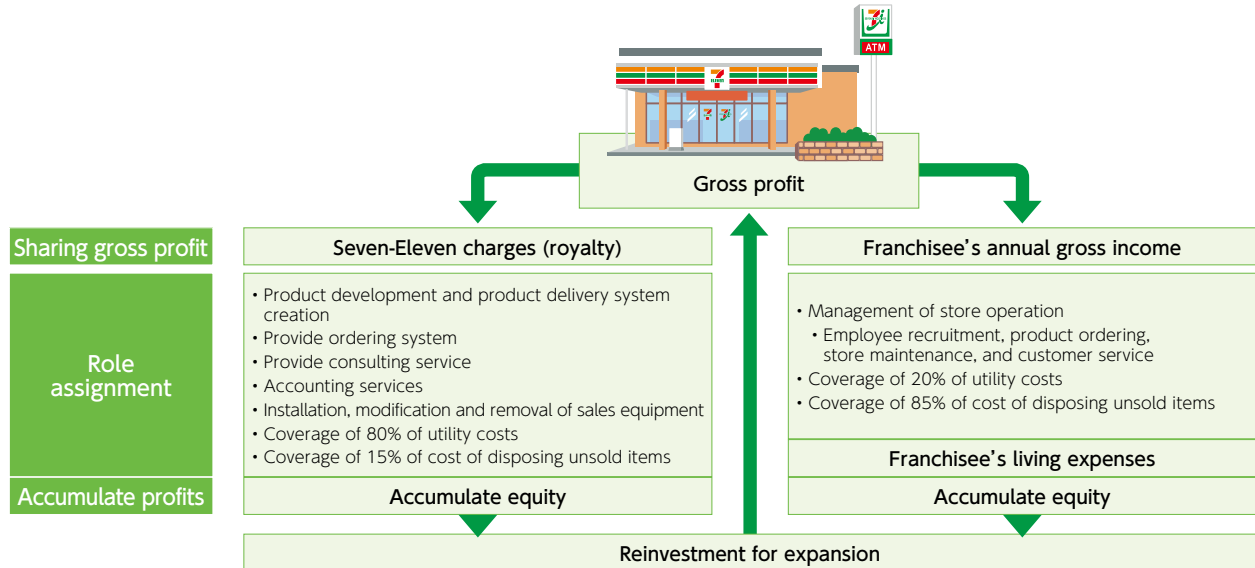


TRENDS IN STORE TYPE



<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.



Major
Group
Companies'
Data

Contract Type of Franchised Stores

	Type A (4,554 stores)	Type C (14,423 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
Special reduction in charge	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Cost of disposing unsold items	Seven-Eleven charges (royalty) reduced by 1%	
Incentive system for multi-store operation	Seven-Eleven Japan 15% Franchisee 85%	
	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.	
Minimum guarantee	Until August 2017 From September 2017	¥19 million (Franchisee's annual gross profit) ¥22 million
		¥17 million (Franchisee's annual gross profit) ¥20 million

Notes: 1. Number of stores is as of February 28, 2017.

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. The special reduction in Seven-Eleven charges (royalty) will start from September 2017 and apply for the time being.

5. 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	4,554
	C-type franchised stores	14,423
	Directly operated stores	445
	(As of February 28, 2017)	(As of December 31, 2016)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 160 m ²
Stores with gas stations	144 stores*4	3,374 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).

Superstore Operations

Ito-Yokado

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017
Net sales	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252
Apparel	240,068	230,807	204,051	193,354	187,047	179,027
Household goods	173,049	160,916	165,297	153,506	142,811	122,445
Food	648,506	623,571	608,343	592,913	601,672	585,457
Merchandise sales	1,061,624	1,015,295	977,692	939,774	931,531	886,930
Tenants	252,709	271,258	287,874	301,376	314,612	322,191
Other	19,964	16,369	15,048	12,145	9,464	10,130
Selling, general and administrative expenses	350,981	342,502	335,771	333,118	334,380	316,879
Operating income	10,554	9,009	11,236	1,859	(13,980)	52
Ordinary income	13,471	15,223	13,071	4,142	(13,405)	1,786
Net income	(520)	1,687	5,333	(6,881)	(23,923)	(13,797)
Capital expenditures	18,074	30,578	47,943	41,067	58,555	30,636
Depreciation and amortization*1	16,822	15,937	10,014	11,137	13,125	13,654
Total assets	790,851	791,020	807,425	817,735	799,073	753,315
Net assets	597,601	599,857	608,444	606,327	581,223	544,808
Existing store sales increase (decrease)	(2.6)%	(4.3)%	(4.6)%	(4.5)%	0.2 %	(4.2)%
Number of customers	(4.6)%	(5.2)%	(4.3)%	(5.7)%	(0.1)%	(4.4)%
Average spending per customer	2.0 %	1.0 %	(0.4)%	1.3 %	0.4 %	0.3 %
Merchandise gross profit margin	29.7 %	29.9 %	30.2 %	29.9 %	28.6 %	29.1 %
Number of stores	173	174	179	181	182	171
Openings	5	3	9	3	3	4
Closures	2	2	4	1	2	15
Total sales floor space (m ²)	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875
Directly managed sales floor space (m ²)	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282
Sales per square meter (¥ Thousand)*2	636	613	597	572	585	564
Full-time employees (fiscal year-end)	9,136	8,672	8,289	8,029	7,820	7,654
Part-time employees*3	29,349	28,637	28,873	28,571	28,556	27,540
Ratio of part-time employees	77.0%	77.4%	78.6%	79.3%	80.0%	79.9%
Sales per employee (¥ Thousand)*4	27,856	27,430	26,614	26,074	26,099	25,716

*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.

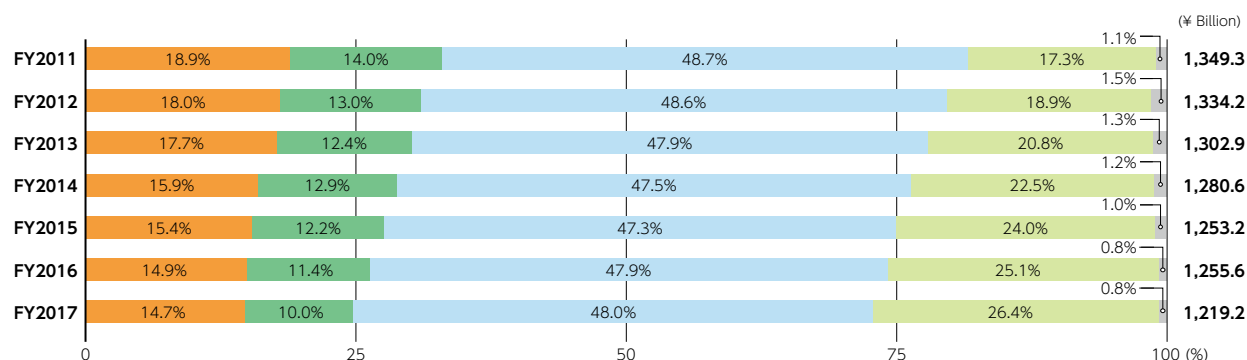
*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

<Breakdown of Sales by Product Category>

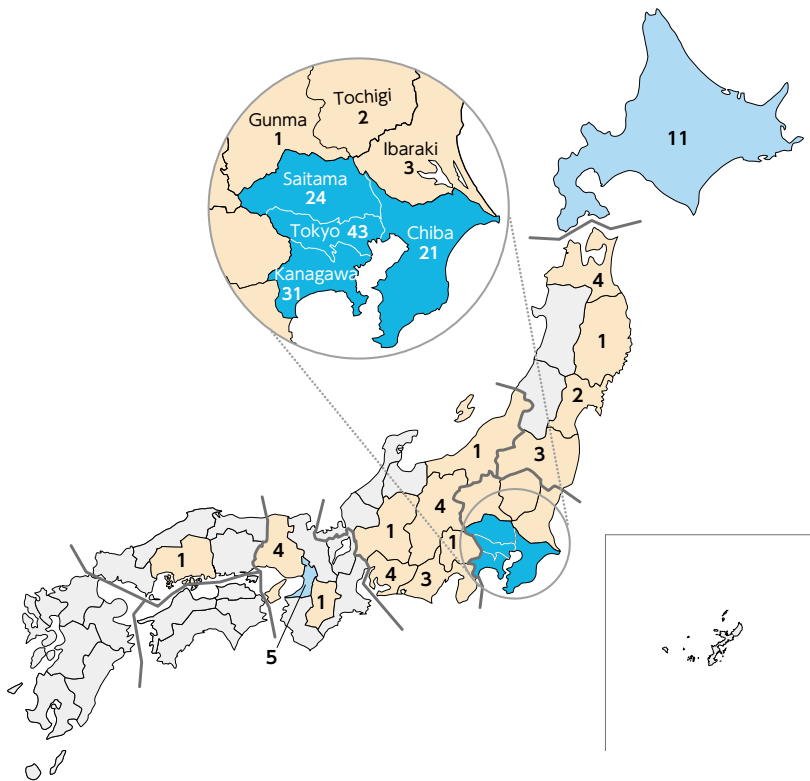
Apparel Household goods Food Tenants Other



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 28, 2017)

SALES BREAKDOWN BY REGION FOR FY2017

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	64.6	5.3	11
Tohoku	47.2	3.9	10
Kanto	881.0	74.0	125
Chubu	82.9	6.8	14
Kinki	106.0	8.7	10
Chugoku	15.5	1.3	1
Total	1,219.2	100.0	171

CLASSIFICATION BY TOTAL SALES FLOOR SPACE

	Number of stores	Composition (%)
16,000 m ² -	70	40.9
10,000 - 15,999 m ²	43	25.1
5,000 - 9,999 m ²	30	17.5
Under 5,000 m ²	28	16.4
Total	171	100.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years -	54	31.6
20 years -	27	15.8
10 years -	51	29.8
5 years -	14	8.2
1 year -	21	12.3
Under 1 year	4	2.3

Major Group Companies' Data

<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. As of February 28, 2017, there are 127 stores.



Food specialty stores

Shokuhinkan and THE PRICE are types of store that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. Since 2010, these stores have also been operating in highly populated, urban areas with limited catchment areas. As of February 28, 2017, there are 26 urban-style, small-sized stores.



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 28, 2017.

<Number of Stores by Format>

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
General merchandise stores	140	139	137	136	136	127
Shopping centers	12	13	16	17	17	18
Food specialty stores	21	22	26	28	29	26
Total	173	174	179	181	182	171

(Stores)

Superstore Operations

York-Benimaru

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	348,600	363,862	380,869	396,930	412,977	426,172
Net sales	342,944	358,061	374,781	390,492	406,223	418,729
Fresh food	108,226	114,914	123,054	132,110	139,489	145,105
Processed food	83,542	86,219	89,761	92,181	95,761	98,819
Daily food	65,222	68,660	71,510	73,843	77,433	81,101
Food total	256,991	269,794	284,326	298,136	312,683	325,026
Apparel	17,358	17,642	17,597	16,614	15,887	14,967
Household goods	19,474	19,383	20,339	20,694	20,398	20,296
Merchandise sales	293,824	306,820	322,263	335,445	348,970	360,290
Tenants	49,120	51,240	52,518	55,047	57,253	58,439
Selling, general and administrative expenses	74,686	78,649	80,969	84,796	88,784	92,185
Operating income	14,955	11,854	12,714	12,820	13,324	14,054
Ordinary income	16,305	14,003	14,467	14,018	14,529	15,344
Net income	1,430	7,731	9,306	7,792	8,969	8,982
Capital expenditures	7,075	9,779	10,700	14,120	10,642	12,330
Depreciation and amortization*1	5,122	5,161	3,167	3,569	3,931	4,519
Total assets	150,789	156,212	168,013	182,267	184,894	177,983
Net assets	117,090	123,766	131,800	140,118	141,435	136,514
Existing store sales increase (decrease)	1.5 %	0.0 %	0.1 %	0.2 %	1.2 %	0.5 %
Number of customers	(3.3)%	0.9 %	0.7 %	(0.1)%	1.5 %	0.8 %
Average spending per customer	4.9 %	(1.0)%	(0.6)%	0.2 %	(0.3)%	(0.3)%
Merchandise gross profit margin	27.0 %	26.0 %	25.6 %	25.6 %	25.7 %	25.8 %
Number of stores	176	184	193	200	205	213
Openings	8	11	11	8	6	9
Closures	2	2	1	1	1	1
Total sales floor space (m ²)	573,187	590,698	606,812	628,639	640,667	656,950
Directly managed sales floor space (m ²)	433,346	450,581	469,142	485,123	494,201	505,269
Sales per square meter (¥ Thousand)*2	718	716	721	721	727	733
Full-time employees (fiscal year-end)	2,495	2,494	2,538	2,614	2,660	2,685
Part-time employees*3	10,165	10,395	10,729	10,984	11,168	11,353
Ratio of part-time employees	80.1%	80.3%	80.6%	80.6%	80.5%	80.6%
Sales per employee (¥ Thousand)*4	23,141	23,714	24,232	24,607	25,156	25,581

*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 28, 2017, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Net sales	36,974	38,509	39,894	42,487	44,603	45,913
Selling, general and administrative expenses	14,710	14,823	15,438	16,383	17,388	17,965
Operating income	3,450	3,704	3,823	4,204	4,422	4,704
Ordinary income	3,659	3,763	3,870	4,253	4,468	4,739
Net income	2,187	2,193	2,407	2,526	2,801	3,237
Total assets	26,645	27,688	27,928	30,309	32,188	34,504
Net assets	21,053	21,493	22,523	24,265	26,293	28,628

York-Benimaru (including results from Life Foods)

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Operating income	18,407	15,558	16,539	17,025	17,747	18,760

Note: The above results are management figures.

York Mart

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	119,335	122,672	129,306	133,138	141,242	142,864
Net sales	118,422	121,640	128,214	132,067	140,145	141,649
Selling, general and administrative expenses	31,490	33,653	34,740	36,095	38,313	38,801
Operating income	3,925	2,007	2,891	2,445	2,511	2,211
Ordinary income	4,012	2,075	2,945	2,525	2,540	2,231
Net income	2,111	1,032	1,701	1,247	1,611	963
Capital expenditures	3,899	5,216	2,951	4,801	5,234	2,677
Depreciation and amortization*1	1,647	1,954	1,219	1,332	1,717	1,718
Total assets	39,272	41,410	41,991	45,555	48,494	47,321
Net assets	26,926	26,249	27,412	27,662	28,705	27,871
Existing store sales increase (decrease)	0.3 %	(4.9)%	(0.2)%	0.6 %	1.8 %	(1.6)%
Merchandise gross profit margin	29.5 %	28.8 %	28.9 %	28.8 %	28.9 %	28.7 %
Number of stores	68	71	74	76	76	78
Openings	5	5	3	2	4	2
Closures	2	2	0	0	4	0
Total sales floor space (m ²)	111,212	116,042	121,115	124,223	126,639	129,000
Sales per square meter (¥ Thousand)*2	1,127	1,108	1,118	1,130	1,158	1,147
Full-time employees (fiscal year-end)	1,269	1,325	1,191	1,227	1,245	1,259
Part-time employees*3	3,702	4,018	4,206	4,367	4,715	4,525
Sales per employee (¥ Thousand)*4	23,456	22,007	21,949	22,367	22,723	23,024

*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

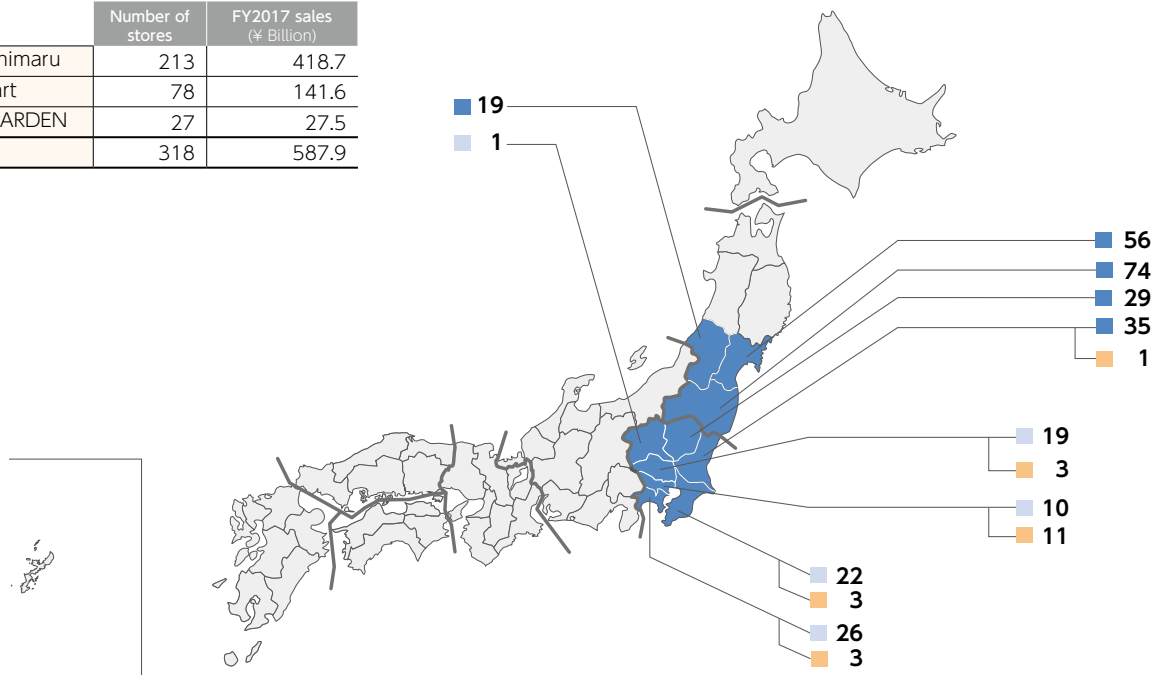
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*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	FY2017 sales (¥ Billion)
■ York-Benimaru	213	418.7
■ York Mart	78	141.6
■ SHELL GARDEN	27	27.5
Total	318	587.9



(As of February 28, 2017)

Department Store Operations/Specialty Store Operations

Sogo & Seibu

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	830,340	810,998	801,535	802,996	803,443	760,692
Net sales	817,927	798,427	789,203	790,244	790,708	747,951
Apparel	361,550	349,846	335,252	328,008	317,260	291,470
Household goods	79,476	78,127	81,536	80,217	81,115	75,770
Food	170,707	162,023	157,832	161,491	163,059	157,168
Merchandise sales	611,735	589,997	574,621	569,717	561,435	524,410
Tenants	164,297	168,201	174,418	180,085	188,554	183,696
Corporate sales	41,895	40,228	40,163	40,440	40,718	39,844
Selling, general and administrative expenses	180,772	175,804	171,607	170,700	170,514	161,306
Operating income	11,159	10,040	10,141	10,226	7,411	4,341
Ordinary income	9,890	9,160	9,265	9,216	6,070	2,593
Net income	9,964	(3,650)	1,814	3,992	(4,034)	(28,426)
Capital expenditures	13,374	15,465	12,156	12,762	12,650	11,773
Depreciation and amortization	12,181	12,608	11,793	11,996	11,751	10,664
Total assets	475,849	455,269	447,577	446,368	436,878	424,143
Net assets	129,320	124,561	126,400	131,361	124,905	93,827
Existing store sales increase (decrease)	(0.5)%	0.9 %	1.2 %	0.1 %	0.0 %	(2.7)%
Merchandise gross profit margin	25.1 %	24.9 %	24.8 %	24.6 %	24.3 %	23.9 %
Key store sales						
Ikebukuro (flagship store)	176,475	179,181	184,453	187,330	190,018	186,597
Yokohama	100,996	105,213	109,889	112,986	114,200	109,690
Chiba	78,632	78,780	78,924	76,908	76,053	73,381
Kobe	48,279	47,133	45,750	46,045	46,757	45,197
Hiroshima	41,446	41,291	42,967	43,049	43,115	41,438
Shibuya	39,802	39,298	39,490	40,211	42,376	41,779
Omiya	32,418	32,399	34,251	34,572	33,654	33,058
Number of stores	26	24	24	24	23	19
Openings	0	0	0	0	0	0
Closures	1	2	0	0	1	4
Total sales floor space (m ²)	894,481	863,832	868,762	870,584	871,437	770,189
Sales per square meter (¥ Thousand)*1	886	894	909	909	907	930
Full-time employees (fiscal year-end)	4,975	4,632	4,102	3,883	3,671	3,269
Part-time employees*2	5,179	4,925	5,109	5,395	5,652	5,317
Ratio of part-time employees	50.2%	50.6%	54.3%	57.4%	59.5%	60.0%

*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.”

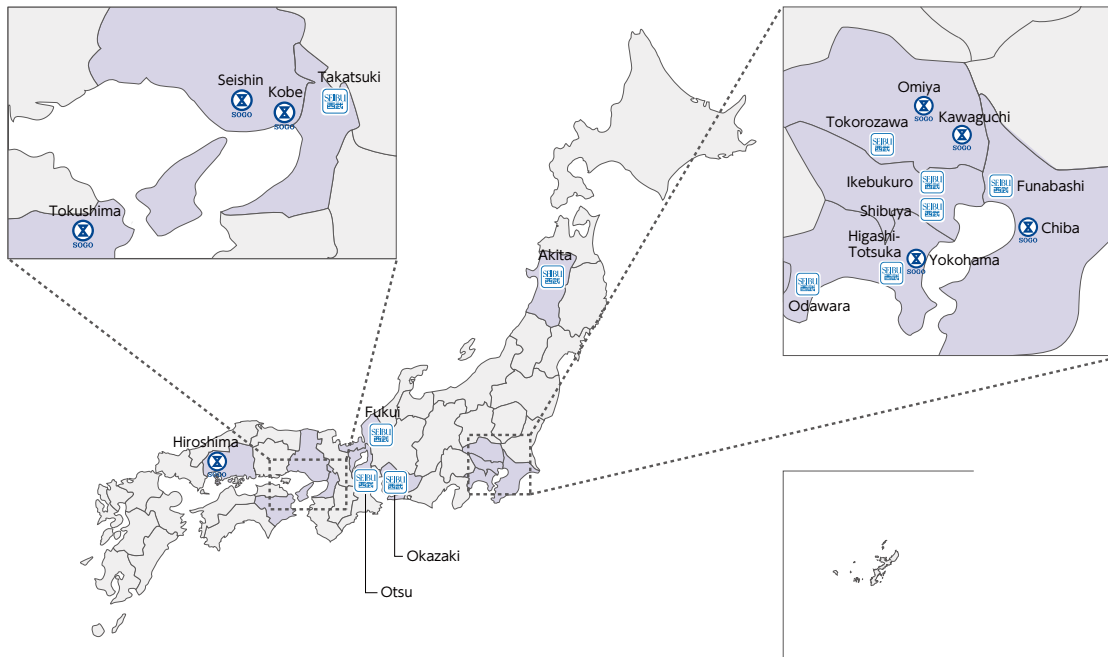
	FY2017 sales (¥ Million)	Stores*
Key stores	531,143	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional leader stores	71,428	SEIBU Tokorozawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, and Sogo Tokushima
Suburban stores	145,351	SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Takatsuki, SEIBU Otsu, SEIBU Funabashi, SEIBU Odawara, and Sogo Seishin



SEIBU Ikebukuro

* Information as of February 28, 2017.

<Store Network>



(As of February 28, 2017)

Major
Group
Companies'
Data

THE LOFT

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	(¥ Million)					
Revenues from operations	87,001	87,326	85,136	88,304	95,645	100,264
Net sales	85,836	86,179	84,459	87,647	94,930	99,560
Selling, general and administrative expenses	32,316	33,334	33,058	33,920	36,572	38,225
Operating income	3,294	2,262	1,138	1,409	1,603	1,464
Ordinary income	3,230	2,202	1,080	1,374	1,579	1,381
Net income	1,510	728	(244)	701	572	138
Capital expenditures	1,528	2,239	1,357	852	2,084	1,836
Depreciation and amortization*1	1,119	1,290	1,153	1,014	1,048	1,099
Total assets	23,542	24,234	23,846	25,383	27,563	29,551
Net assets	10,954	11,308	10,965	11,667	12,022	12,055
Existing store sales increase (decrease)	(2.0)%	(4.4)%	(4.3)%	0.9 %	4.4 %	0.1 %
Merchandise gross profit margin	40.1 %	40.4 %	40.1 %	40.0 %	39.9 %	39.6 %
Number of stores	73	82	89	94	102	109
Openings	12	9	10	6	10	8
Closures	2	0	3	1	2	1
Total sales floor space (m ²)	107,967	114,926	116,235	120,962	128,040	135,286
Sales per square meter (¥ Thousand)*2	806	769	732	730	755	738
Full-time employees (fiscal year-end)	2,169	2,133	1,935	1,889	2,077	2,045
Part-time employees*3	1,356	1,610	1,841	2,111	2,317	2,311
Sales per employee (¥ Thousand)*4	25,113	24,310	23,585	23,740	23,852	24,668

*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 Store Operations

Akachan Honpo

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Net sales	78,744	82,907	85,141	92,899	102,716	102,765
Selling, general and administrative expenses	22,324	23,041	23,401	24,755	27,128	26,588
Operating income	1,474	1,920	2,365	2,866	3,315	2,909
Ordinary income	1,334	1,810	2,278	2,856	3,339	2,919
Net income	(200)	(1,394)	1,759	2,178	3,336	1,621
Capital expenditures	1,783	1,720	1,598	1,724	1,371	1,142
Depreciation and amortization*1	1,365	1,496	1,100	1,216	1,187	1,186
Total assets	30,649	28,946	28,554	29,720	32,401	31,065
Net assets	1,852	1,861	3,582	5,761	9,095	10,716
Existing store sales increase (decrease)	(3.1)%	2.9 %	(1.8)%	3.5 %	4.8 %	(3.2)%
Merchandise gross profit margin	30.2 %	30.1 %	30.3 %	29.7 %	29.6 %	28.7 %
Number of stores	87	92	93	99	103	106
Openings	11	9	8	7	8	8
Closures	9	4	7	1	4	5
Total sales floor space (m ²)	147,501	150,674	151,292	159,537	162,013	164,327
Sales per square meter (¥ Thousand)*2	535	550	562	582	631	626
Full-time employees (fiscal year-end)	852	844	877	895	929	927
Part-time employees*3	1,782	1,757	1,745	1,745	1,889	1,958
Sales per employee (¥ Thousand)*4	29,873	31,875	32,092	35,098	36,469	35,626
Memberships (thousand)	1,721	1,755	1,794	1,855	1,972	2,067

*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)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	77,940	78,238	78,484	80,932	83,839	82,562
Net sales	77,400	77,706	78,112	80,685	83,680	82,394
Restaurant division	60,821	61,011	61,539	62,496	62,797	60,790
Meal provision service division	9,346	10,071	10,383	12,231	15,227	16,422
Fast food division	7,231	6,624	6,189	5,957	5,655	5,181
Selling, general and administrative expenses	51,711	51,349	51,669	52,844	52,636	52,001
Operating income	22	868	829	163	1,021	515
Ordinary income	203	1,043	990	302	1,121	595
Net income	(879)	(439)	275	(449)	457	(1,688)
Capital expenditures	756	1,407	2,277	3,518	1,853	2,081
Depreciation and amortization*1	560	585	422	701	823	866
Total assets	44,777	44,144	44,511	46,700	43,979	40,901
Net assets	35,966	34,998	34,799	33,835	33,471	27,171
Existing store sales increase (decrease) (Restaurant division)	(1.0)%	0.8 %	1.6 %	1.1 %	0.2 %	(2.8)%
Number of customers	(2.6)%	(0.7)%	(1.6)%	(1.3)%	(3.4)%	0.0 %
Average spending per customer	1.6 %	1.5 %	3.3 %	2.5 %	3.7 %	(2.8)%
Merchandise gross profit margin (Restaurant division)	68.3 %	69.0 %	69.4 %	68.9 %	68.3 %	68.4%
Number of stores	858	844	840	846	851	815
Restaurant division	486	476	470	474	469	386
Meal provision service division	244	247	254	265	275	270
Fast food division	128	121	116	107	107	159
Full-time employees (fiscal year-end)	1,286	1,257	1,301	1,372	1,420	1,395
Part-time employees*2	10,432	10,131	9,974	10,013	9,453	8,938
Ratio of part-time employees	88.8%	88.8%	88.4%	87.9%	86.9%	86.2%

*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)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Ordinary income	88,318	94,105	99,832	105,648	110,465	113,109
Ordinary profits	29,557	32,013	37,142	38,258	39,002	38,911
Net income	17,267	19,515	22,325	24,457	26,107	26,871
Total assets	652,956	809,465	785,380	850,369	910,801	955,644
Net assets	125,629	137,091	151,142	166,814	183,174	199,602
Ordinary deposits (fiscal year-end)	196,290	238,770	227,728	253,040	292,142	336,023
Time deposits (fiscal year-end)	134,949	154,910	209,703	248,327	254,760	151,632
Individual deposit accounts (thousand)	971	1,066	1,214	1,405	1,562	1,690
Number of installed ATMs (fiscal year-end)	16,632	18,123	19,514	21,056	22,472	23,368
7-Eleven	15,129	16,414	17,616	18,782	19,816	20,615
Ito-Yokado	300	305	312	315	320	305
York-Benimaru	60	69	71	86	118	154
York Mart	42	48	59	67	70	74
Other ATMs in the Group	74	78	84	85	91	90
Outside the Group	1,027	1,209	1,372	1,721	2,057	2,130
Correspondent financial institutions	577	584	589	594	595	601
ATM-related fee income per transaction	¥131.3	¥130.3	¥131.2	¥136.2	¥133.6	¥133.1
Daily average transactions per ATM	112.6	111.1	107.8	100.9	98.8	95.5
Total number of transactions (million)	655	698	736	743	782	796
With banking financial institutions (million)	597	638	673	679	712	724
With non-banking institutions (million)	57	59	62	64	70	71
International money transfer service						
Number of contract accounts (thousand)	10	35	62	100	147	186
Cumulative number of transfers (thousand)	32	189	391	633	816	979
Consumer loan service						
Number of contract accounts (thousand)	17	23	34	55	73	86
Balance of loans	1,916	3,387	5,257	10,406	16,208	19,829
Gross profit margin	42.7%	52.0%	52.2%	62.6%	80.6%	64.9%
Full-time employees (fiscal year-end)	409	453	458	445	456	472

Note: The number of full-time employees at the fiscal year-end includes employees on fixed-term contracts.

Seven Card Service

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Transaction volume (¥ Billion)*1	982.8	1,280.9	1,596.6	2,099.4	2,501.8	2,790.6
Number of cards issued (10 thousand)						
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	322	337	350	359	351	347
nanaco (electronic money)*3	1,636	2,145	2,839	3,717	4,543	5,350
IY Point Card	701	665	635	625	618	615
Full-time employees (fiscal year-end)	114	125	163	184	225	214

*1 Shopping transaction volume using electronic money and credit cards.

*2 The number indicates active members.

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

Seven CS Card Service

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Transaction volume (¥ Billion)*1	619.8	678.4	694.6	717.3	719.3	713.5
Number of cards issued (10 thousand)						
CLUB ON/Millennium CARD SAISON*2	312	321	328	320	322	323
Full-time employees (fiscal year-end)	455	468	477	478	499	459

*1 Shopping transaction volume using credit cards.

*2 The number indicates active members.

Corporate Data

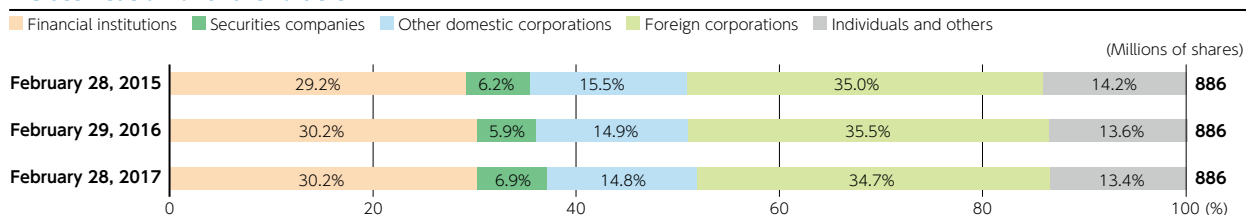
Stock Information

<Major Shareholders>

(As of February 28, 2017)

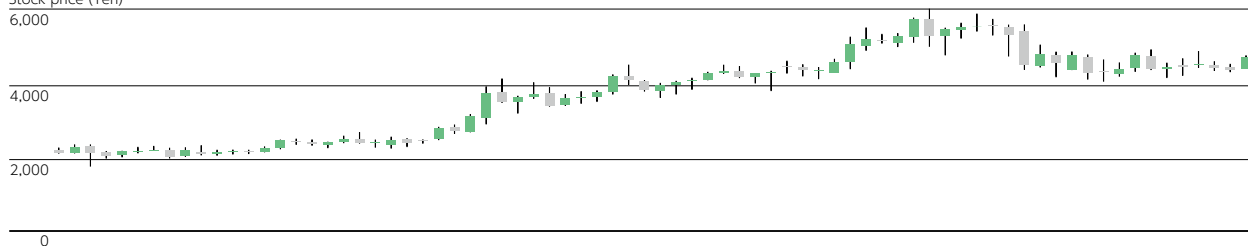
	Number of shares held (thousand shares)	Percentage of shares held
Ito-Kogyo Co., Ltd.	68,901	7.8%
The Master Trust Bank of Japan, Ltd. (Trust account)	45,605	5.1%
Japan Trustee Services Bank, Ltd. (Trust account)	39,933	4.5%
Nippon Life Insurance Company	17,672	2.0%
Masatoshi Ito	16,799	1.9%
Nomura Securities Co., Ltd.	16,656	1.9%
MITSUI & CO., LTD.	16,222	1.8%
Japan Trustee Services Bank, Ltd. (Trust account 4)	12,176	1.4%
State Street Bank West Client - Treaty 505234	11,480	1.3%
Japan Trustee Services Bank, Ltd. (Trust account 7)	11,165	1.3%

<Classification of Shareholders>

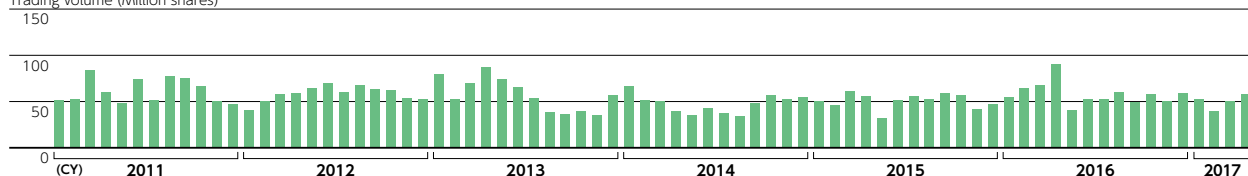


<Stock Price Chart (Monthly)>

Stock price (Yen)



Trading volume (Million shares)



	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Stock price						
Opening	¥2,295	¥2,245	¥2,699	¥3,800	¥4,575	¥4,470
High	¥2,328	¥2,866	¥4,485	¥4,642	¥5,998	¥5,028
Low	¥1,755	¥2,222	¥2,680	¥3,611	¥4,370	¥4,051
Closing	¥2,246	¥2,706	¥3,813	¥4,574	¥4,495	¥4,400
Trading volume (thousand shares)	724,134	741,266	672,366	548,391	632,064	671,739

<Investment Indices (Consolidated)>

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Number of shares outstanding						
Average*	883,499,397	883,532,139	883,564,722	884,064,278	884,132,485	884,214,252
End of period*	883,506,457	883,534,869	883,565,634	884,066,302	884,151,095	884,402,184
Net income per share	¥146.96	¥156.26	¥198.84	¥195.66	¥182.02	¥109.42
Cash flow per share	¥305.41	¥332.45	¥365.64	¥390.49	¥403.15	¥344.07
Net assets per share	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23	¥2,683.11	¥2,641.40
Price earnings ratio (times)	15.3	17.3	19.2	23.4	24.7	40.2
Price cash flow ratio (times)	7.4	8.1	10.4	11.7	11.1	12.8
Price book value ratio (times)	1.1	1.3	1.6	1.8	1.7	1.7
Dividends per share	¥62.00	¥64.00	¥68.00	¥73.00	¥85.00	¥90.00
Dividend payout ratio	42.2%	41.0%	34.2%	37.3%	46.7%	82.3%
Ratio of total amount of dividends to net assets	3.2%	3.1%	3.0%	2.9%	3.2%	3.4%

* 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



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

- May** • Started sales of *Seven Premium*, the Group's new private-brand products Photo 
- 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. Photo 
- 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.** ■ NitteSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings
Seeking the integration of retail business and media, NitteSeven 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 Keikyu 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
- Mar.** ■ Seven & i Holdings made capital participation in Tower Records Japan, Inc.
Capital participation to foster cooperation in the entertainment, IT and Internet fields. Photo 



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

- 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
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- 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.
- 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.

Corporate History

- July** ● **Seven Raku-Raku Delivery** home delivery service was launched
- 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 
 - Mar.** ● **Seven-Eleven Japan opened its first stores in Kagawa and Tokushima Prefectures** Photo 
 - 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.
- 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.



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



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



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

- 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**
- Feb.** • **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***
- 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**
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- 2016**
- Mar.** • **7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 148 convenience stores operated by Imperial Oil Limited in Alberta and British Columbia, Canada.
- Apr.** • **Grand opening of SEVENPARK ARIO KASHIWA** 
- June** • **7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 79 gas stations and convenience stores operated by CST Brands, Inc. in California and Wyoming, U.S.
- July** • **Ito-Yokado awarded the Supply Chain Innovation Award (Ministry of Economy, Trade and Industry)**
- Aug.** • **Nissen Holdings Co., Ltd. made a wholly owned subsidiary**
- Aug.** • **7-Eleven topped 60,000 stores globally** 
- Sept.** • **Chosen as a component brand for the Dow Jones Sustainability Index Asia Pacific**
- Oct.** • **Formulated the three-year medium-term management plan**
- Oct.** • **Reached a basic agreement for a capital and business alliance with H2O Retailing Corp.**
- Oct.** • **Ito-Yokado certified as a gender-advanced company based on the law to promote active roles for women in the workplace**
- Nov.** • **Certified as a gender-advanced company based on the law to promote active roles for women in the workplace**
-
- 2017**
- Jan.** • **Chengdu Ito-Yokado Meishan store opened**
- Mar.** • **Chosen as a Nadeshiko Brand for 2017 (METI, TSE)**
- Apr.** • **7-Eleven, Inc. acquired a stake in the business**
7-Eleven, Inc. passed a resolution to acquire 1,108 convenience stores and gas stations operated by Sunoco LP in Texas and the eastern area of the U.S.
- May** • **10th Anniversary of *Seven Premium*** 



Grand opening of SEVENPARK ARIO KASHIWA in April 2016



7-Eleven topped 60,000 stores globally in August 2016



10th Anniversary of *Seven Premium* in May 2017



SEVEN&i HLDGS.

<http://www.7andi.com/en>

SEVEN & I HOLDINGS
CORPORATE OUTLINE 2017



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