

Profile

Corporate Overview (As of May 23, 2019)

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	566 (nonconsolidated) 58,165 (consolidated)

Note: Paid-in capital and the number of employees are as of February 28, 2019.

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 ended February 28, 2018.



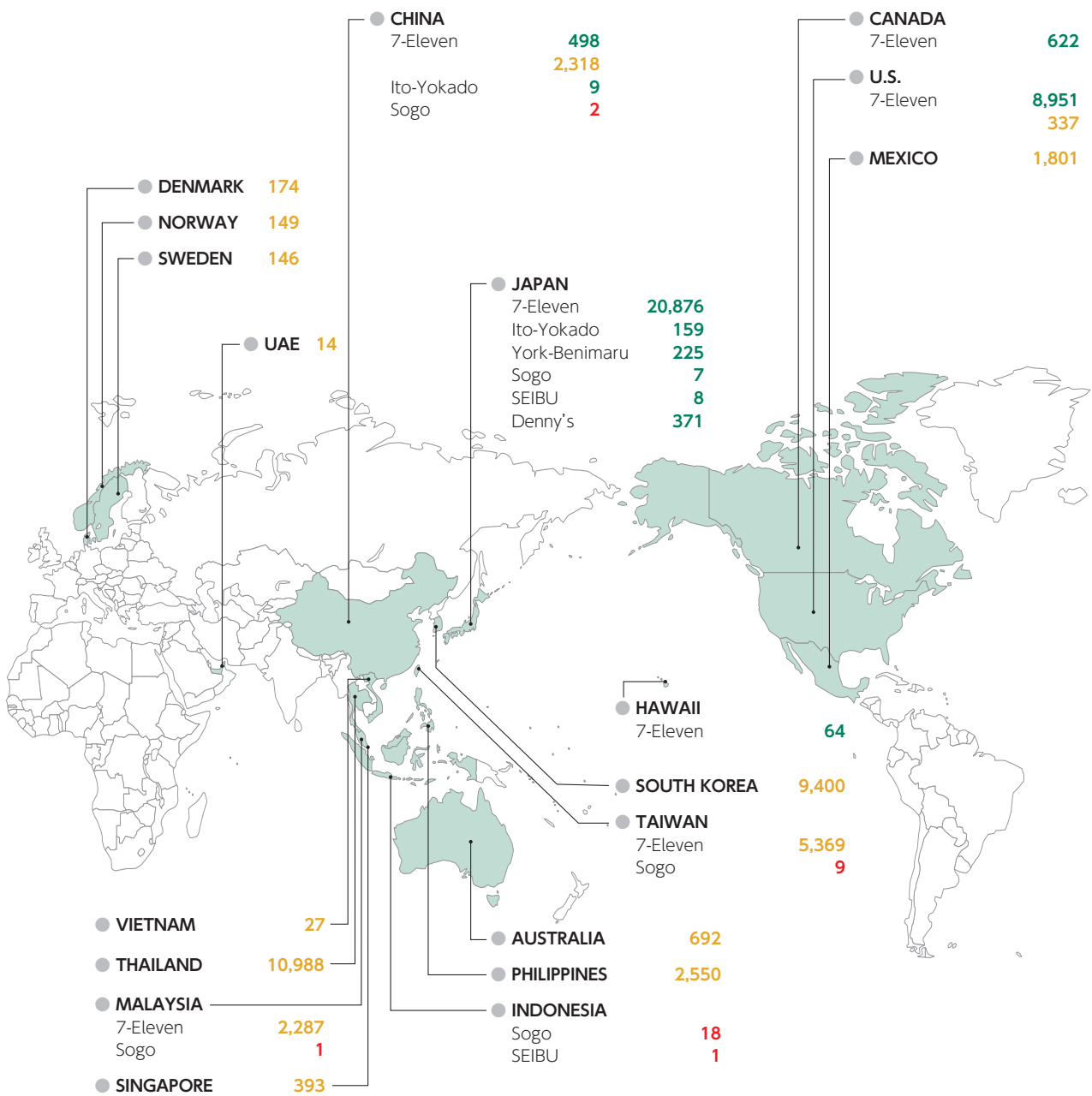
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Store Network

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

Store Network of Seven & i Group		Number of Customer Store-Visits per Day	
Global:	approx. 69,200 stores	Global:	approx. 64.0 million
Japan:	approx. 22,400 stores	Japan:	approx. 24.0 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, 2019 in Japan and December 31, 2018 for all other areas.

Overview of Main Group Companies

(As of February 28, 2019)

	FY2019 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Domestic Convenience Store Operations								
SEVEN-ELEVEN JAPAN CO., LTD.	4,898,872 ^{*1}	4.7	20,876	616	12,953	(28)	17,200	100.0
○ SEVEN-ELEVEN HAWAII, INC.	34,235	3.4	64	0	968	(40)	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	26,399 ^{*2}	7.9	266	19	1,544	168	U.S.\$44,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	4,815 ^{*2}	19.1	77	(10)	606	(120)	CNY432,924,388	100.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	5,190 ^{*2}	(3.2)	155	37	364	(13)	CNY200,000,000	65.0
Overseas Convenience Store Operations								
○ 7-Eleven, Inc.	3,993,259 ^{*1}	27.4	9,573	903	34,156	(1,022)	U.S.\$13,031	100.0
Superstore Operations								
Ito-Yokado Co., Ltd.	1,205,751	(0.6)	159	(5)	34,133	(1,280)	40,000	100.0
York-Benimaru Co., Ltd.	437,201	1.9	225	5	14,700	100	9,927	100.0
Life Foods Co., Ltd.	47,285	1.2	-	-	4,725	85	120	100.0
York Mart Co., Ltd.	144,975	1.0	79	1	6,154	353	1,000	100.0
SHELL GARDEN CO., LTD.	26,410	(4.2)	21	(3)	817	(22)	100	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	5,033 ^{*2}	(26.3)	1	0	177	(12)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	73,632 ^{*2}	2.8	8	1	3,250	18	U.S.\$23,000,000	75.0
Department Store Operations								
Sogo & Seibu Co., Ltd.	604,362	(10.4)	15	0	6,608	(824)	20,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	119,567 ^{*3}	2.5	-	-	461	(17)	30,679	45.8
Seven Card Service Co., Ltd.	51,582 ^{*3}	4.8	-	-	364	97	7,500	95.5
Seven CS Card Service Co., Ltd.	20,036 ^{*3}	(0.6)	-	-	564	(23)	100	51.0
Specialty Store Operations								
Akachan Honpo Co., Ltd.	102,639	(2.0)	110	0	2,963	159	3,780	95.0
Barneys Japan Co., Ltd.	20,810	(2.3)	12	0	528	(27)	4,990	100.0
Oshman's Japan Co., Ltd.	4,950	4.7	8	0	176	(13)	2,500	100.0
Seven & i Food Systems Co., Ltd.	78,047	(2.7)	716	(33)	8,697	(790)	3,000	100.0
THE LOFT CO., LTD.	102,592	(0.4)	115	5	4,468	52	750	75.2
Nissen Co., Ltd.	35,278	(8.2)	-	-	940	(486)	100	100.0

○ Figures are for the fiscal year ended December 31, 2018. (No. of stores is as of December 31, 2018; No. of employees is as of February 28, 2019)

☆ Figures are for the fiscal year ended March 31, 2019. (No. of employees is as of February 28, 2019)

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥110.44; CNY1=¥16.71

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

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

4. Ownership ratios include indirect holdings.

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

*2 Sales for Chinese subsidiaries exclude value added tax.

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

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