



CORPORATE OUTLINE

FY2020

CORPORATE OUTLINE

《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 FY2020》

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 February 29, 2020)

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	588 (nonconsolidated) 57,270 (consolidated)

■ 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

Support for management execution	Assessment and supervision of management execution	Optimal resource distribution
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- 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.

Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Department store operations	Financial services	Specialty store operations	Others
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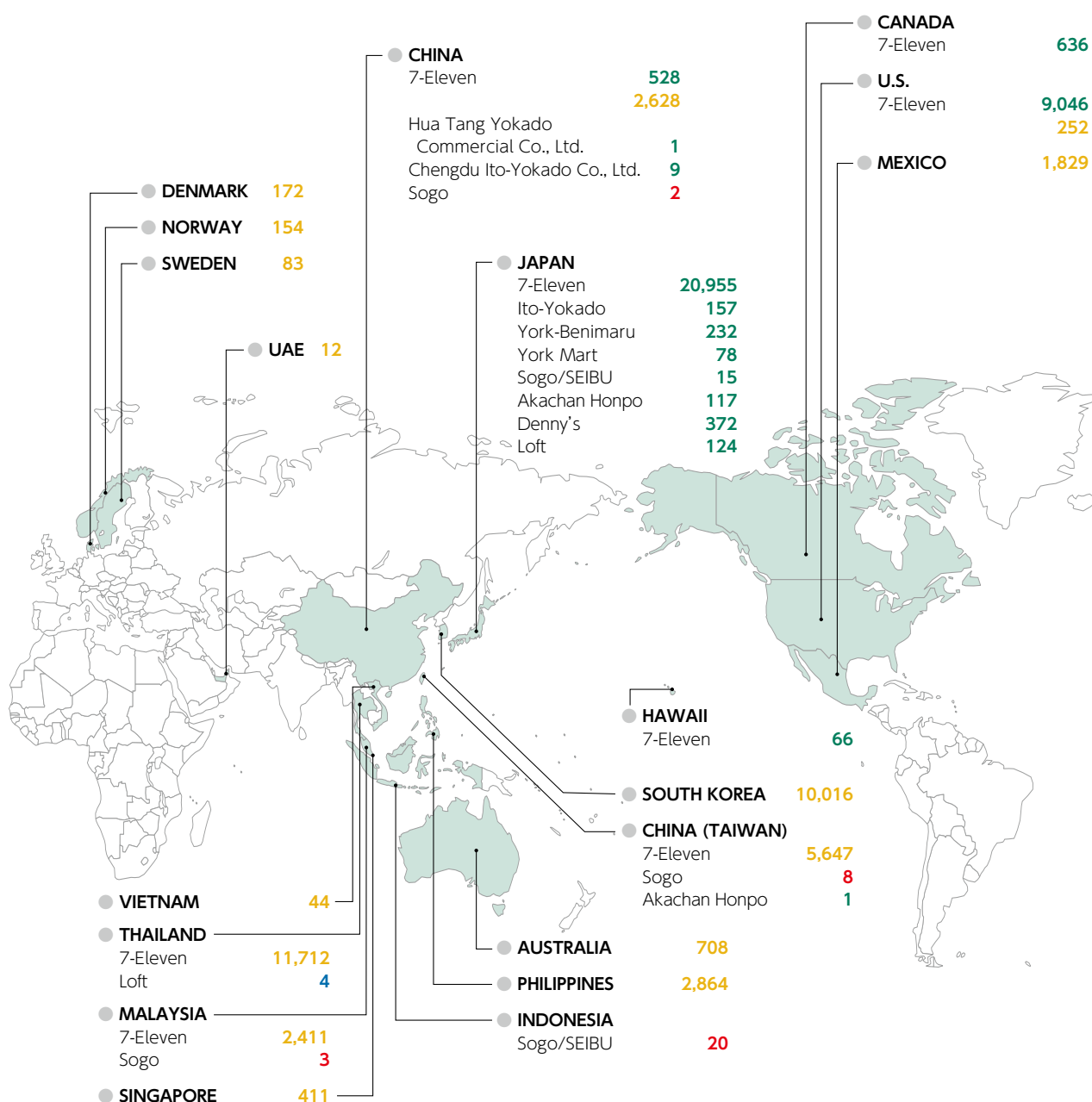
Major Group Companies' Data

Corporate Data

《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. 71,800 stores	Global:	approx. 64.5 million
Japan:	approx. 22,500 stores	Japan:	approx. 25.0 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.
 ■ Number of stores that are THE LOFT franchises
 2. Figures represent the number of stores on record as of February 29, 2020 in Japan and December 31, 2019 for all other areas.

《Overview of Major Group Companies》

(As of February 29, 2020)

Further details on p22-27

Domestic Convenience Store Operations

	FY2020 sales (¥ Million)	Growth rate (%)	Number of stores (Stores)	Increase (Decrease)	Employees (People)	Increase (Decrease)	Capital (¥ Million)	Equity owned by the Company (%)
SEVEN-ELEVEN JAPAN CO., LTD.	5,010,273 ^{*1}	2.3	20,916	40	12,418	(535)	17,200	100.0
SEVEN-ELEVEN OKINAWA Co., Ltd.	4,561 ^{*1}	-	39	-	121	84	1,500	100.0
○ SEVEN-ELEVEN HAWAII, INC.	34,823	1.7	66	2	989	21	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	26,859 ^{*2}	1.7	275	9	1,265	(279)	U.S.\$44,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	4,517 ^{*2}	(6.2)	75	(2)	448	(158)	CNY472,924,388	100.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	4,781 ^{*2}	(7.9)	178	23	285	(79)	CNY200,000,000	65.0

Further details on p28-29

Overseas Convenience Store Operations

○ 7-Eleven, Inc.	3,936,217 ^{*1}	(1.4)	9,682	109	33,337	(819)	U.S.\$13,031	100.0
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Further details on p30-37

Superstore Operations

Ito-Yokado Co., Ltd.	1,154,374	(4.3)	157	(2)	31,513	(2,620)	40,000	100.0
York-Benimaru Co., Ltd.	438,637	0.3	232	7	14,577	(123)	9,927	100.0
Life Foods Co., Ltd.	47,320	0.1	-	-	4,762	37	120	100.0
York Mart Co., Ltd.	142,936	(1.4)	78	(1)	5,903	(251)	1,000	100.0
SHELL GARDEN CO., LTD.	24,538	(7.1)	21	0	646	(171)	100	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	4,882 ^{*2}	(3.0)	1	0	192	15	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	73,751 ^{*2}	0.2	9	1	3,048	(202)	U.S.\$23,000,000	75.0

Further details on p38-39

Department Store Operations

Sogo & Seibu Co., Ltd.	589,410	(2.5)	15	0	6,344	(264)	20,000	100.0
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Further details on p40-41

Financial Services

☆ Seven Bank, Ltd.	120,275 ^{*3}	0.6	-	-	487	26	30,702	46.3
Seven Card Service Co., Ltd.	50,046 ^{*3}	(3.0)	-	-	374	10	7,500	95.5
Seven CS Card Service Co., Ltd.	20,141 ^{*3}	0.5	-	-	527	(37)	100	51.0

Further details on p42-45

Specialty Store Operations

Akachan Honpo Co., Ltd.	96,744	(5.7)	117	7	2,827	(136)	3,780	95.0
Barneys Japan Co., Ltd.	19,235	(7.6)	12	0	506	(22)	4,990	100.0
Oshman's Japan Co., Ltd.	4,924	(0.5)	7	(1)	172	(4)	2,500	100.0
Seven & i Food Systems Co., Ltd.	73,868	(5.4)	679	(37)	8,106	(591)	3,000	100.0
THE LOFT CO., LTD.	105,384	2.7	124	9	4,639	171	750	75.2
Nissen Co., Ltd.	34,137	(3.2)	-	-	916	(24)	100	100.0

○ Figures are for the fiscal year ended December 31, 2019. (No. of stores is as of December 31, 2019; No. of employees is as of February 29, 2020)

☆ Figures are for the fiscal year ended March 31, 2020. (No. of employees is as of February 29, 2020)

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥109.03; CNY1=¥15.78

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, Seven-Eleven Okinawa 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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Performance Overview

《Consolidated Financial Summary》

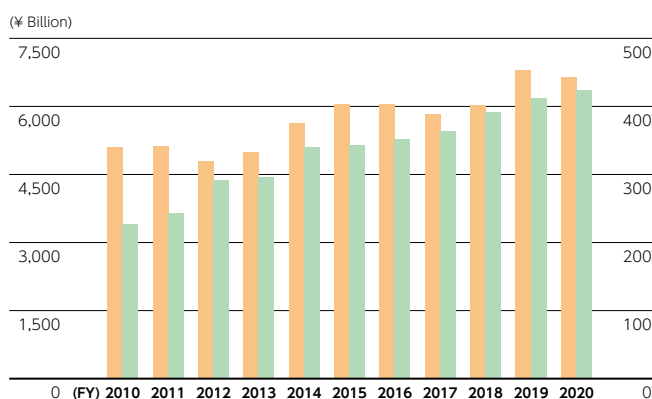
Seven & i Holdings and its consolidated subsidiaries for the fiscal years ended February 28 or 29.

	FY2010	FY2011	FY2012	FY2013	FY2014	
Revenues from operations	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	
Operating income	226,666	243,346	292,060	295,685	339,659	
EBITDA* ¹	377,768	391,913	444,969	465,782	505,662	
Ordinary income	226,950	242,907	293,171	295,836	339,083	
Net income attributable to owners of parent	44,875	111,961	129,837	138,064	175,691	
Total assets	3,673,605	3,732,111	3,889,358	4,262,397	4,811,380	
Net assets	1,793,940	1,776,512	1,860,954	1,994,740	2,221,557	
Non-controlling interests	71,251	73,016	93,748	102,038	123,866	
Interest-bearing debt	701,487	727,385	712,077	853,064	934,396	
Debt/equity ratio (Times)	0.41	0.43	0.40	0.45	0.45	
Interest coverage ratio (Times)	28.2	30.0	49.0	41.1	39.4	
Cash flows from operating activities	322,202	310,527	462,642	391,406	454,335	
Cash flows from investing activities	(115,158)	(312,081)	(342,805)	(340,922)	(286,686)	
Free cash flows* ²	207,044	(1,553)	119,836	50,484	167,648	
Cash flows from financing activities	(156,708)	(56,258)	(40,561)	10,032	(55,227)	
Net (decrease) increase in cash and cash equivalents	54,397	(60,573)	76,960	66,380	121,344	
Cash and cash equivalents at end of fiscal year	717,320	656,747	733,707	800,087	921,432	
Capital expenditures* ³	211,189	338,656	255,426	334,216	336,758	
Depreciation and amortization* ⁴	132,232	132,421	139,994	155,666	147,379	
Net income per share (¥/U.S.\$)	49.67	126.21	146.96	156.26	198.84	
Owners' equity per share (¥/U.S.\$)	1,905.97	1,927.09	1,998.84	2,140.45	2,371.92	
Cash flow per share (¥/U.S.\$)* ⁵	196.03	275.48	305.41	332.45	365.64	
Cash dividends per share (¥/U.S.\$)	56.00	57.00	62.00	64.00	68.00	
Owners' equity ratio (%)	46.9	45.6	45.4	44.4	43.6	
Return on equity (ROE) (%)	2.6	6.5	7.5	7.6	8.8	
Return on total assets (ROA) (%)	1.2	3.0	3.4	3.4	3.9	
Dividend payout ratio (%)	112.7	45.2	42.2	41.0	34.2	
Ratio of total amounts of dividends to net assets (%)	2.9	3.0	3.2	3.1	3.0	
Exchange rate						
(Income statements) (¥)	U.S.\$1=	93.65	87.79	79.80	79.81	97.73
	CNY1=	13.72	12.90	12.32	12.72	15.92
(Balance sheets) (¥)	U.S.\$1=	92.10	81.49	77.74	86.58	105.39
	CNY1=	13.48	12.29	12.31	13.91	17.36

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥109, the approximate rate of exchange prevailing on February 28, 2020.
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. Results of mail order services were consolidated in the balance sheets for FY2014.
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.
5. ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2018 and FY2019.
6. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2019. Cash and cash equivalents included restricted cash in FY2018 and FY2019.

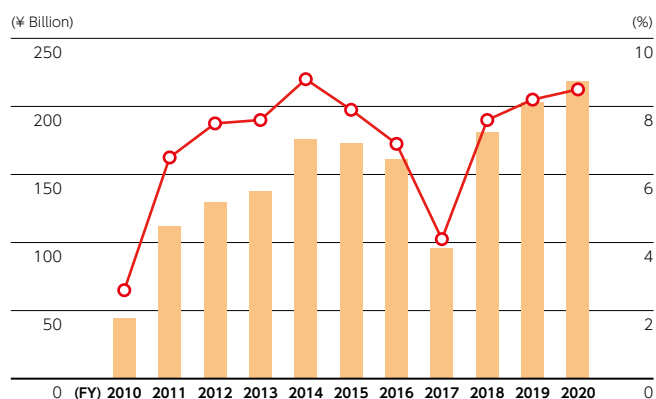
REVENUES FROM OPERATIONS AND OPERATING INCOME

Revenues from operations (left) Operating income (right)



NET INCOME ATTRIBUTABLE TO OWNERS OF PARENT AND ROE

Net income attributable to owners of parent (left) ROE (right)



	FY2015	FY2016	FY2017	FY2018	FY2019	(¥ Million) FY2020	(U.S.\$ Thousand) FY2020
	6,038,948	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	60,957,422
	343,331	352,320	364,573	391,657	411,596	424,266	3,892,348
	534,464	569,064	588,214	621,445	655,915	674,317	6,186,394
	341,484	350,165	364,405	390,746	406,523	417,872	3,833,688
	172,979	160,930	96,750	181,150	203,004	218,185	2,001,697
	5,234,705	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	55,017,311
	2,430,917	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	25,295,614
	128,827	129,912	137,154	145,454	148,285	155,295	1,424,724
	948,252	1,032,970	1,048,490	983,061	1,105,189	982,960	9,017,981
	0.41	0.44	0.45	0.41	0.44	0.38	0.38
	37.8	43.8	57.2	48.7	44.6	48.4	48.4
	416,690	488,973	512,523	498,306	577,878	576,670	5,290,550
	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(2,917,862)
	146,454	153,023	140,921	257,887	20,380	258,623	2,372,688
	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	(1,956,000)
	79,395	146,830	62,576	90,886	9,824	44,126	404,825
	1,000,762	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	12,429,871
	341,075	399,204	384,119	347,374	539,328	360,909	3,311,091
	172,237	195,511	207,483	213,167	221,133	226,475	2,077,752
	195.66	182.02	109.42	204.80	229.50	246.95	2.26
	2,601.23	2,683.11	2,641.40	2,744.08	2,850.42	2,946.83	27.03
	390.49	403.15	344.07	445.79	479.49	503.29	4.61
	73.00	85.00	90.00	90.00	95.00	98.50	0.90
	43.9	43.6	42.4	44.2	43.5	43.4	43.4
	7.9	6.9	4.1	7.6	8.2	8.5	8.5
	3.4	3.0	1.8	3.3	3.6	3.7	3.7
	37.3	46.7	82.3	43.9	41.4	39.9	39.9
	2.9	3.2	3.4	3.3	3.4	3.4	3.4
	105.79	121.10	108.78	112.16	110.44	109.03	-
	17.18	19.23	16.42	16.62	16.71	15.78	-
	120.55	120.61	116.49	113.00	111.00	109.56	-
	19.35	18.36	16.76	17.29	16.16	15.67	-

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

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

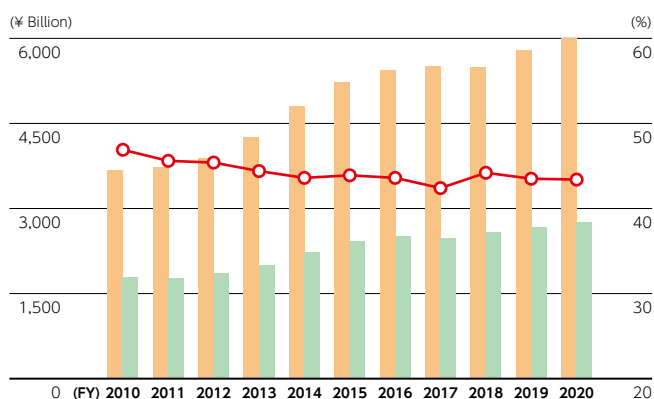
*3 Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

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

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

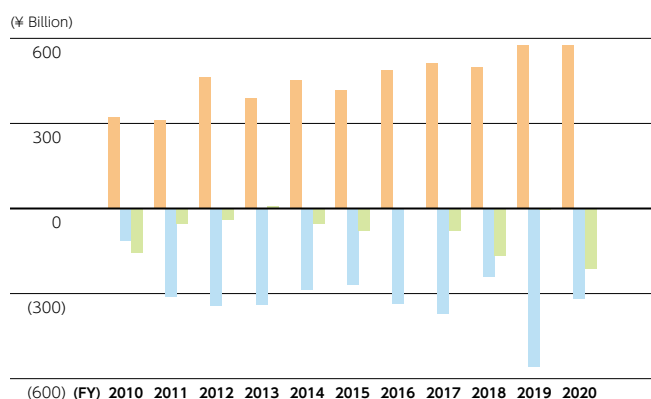
TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO

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



CASH FLOWS

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



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《Segment Information》

■ Business Segments

REVENUES FROM OPERATIONS

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Domestic convenience store operations	863,373	901,306	928,649	955,443	971,236	8,910,422
Overseas convenience store operations	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	25,136,082
Superstore operations	1,982,381	1,949,313	1,901,164	1,902,507	1,849,121	16,964,412
Department store operations	768,757	729,612	657,886	592,100	577,633	5,299,385
Financial services	192,486	201,932	202,942	215,007	217,367	1,994,192
Specialty store operations	468,003	450,488	416,616	355,474	339,660	3,116,146
Others	30,340	23,854	23,533	23,720	25,202	231,211
Eliminations/Corporate	(79,477)	(79,360)	(74,510)	(74,093)	(75,695)	(694,449)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	60,957,422

OPERATING INCOME

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Domestic convenience store operations	235,093	243,839	245,249	246,721	256,601	2,354,137
Overseas convenience store operations	66,804	67,421	79,078	92,266	102,001	935,788
Superstore operations	3,910	20,228	21,260	21,173	21,307	195,477
Department store operations	3,041	2,867	5,369	3,737	797	7,311
Financial services	49,672	50,136	49,713	52,874	53,610	491,834
Specialty store operations	(3,006)	(11,276)	435	6,680	4,690	43,027
Others	4,651	4,005	3,670	2,659	1,554	14,256
Eliminations/Corporate	(7,846)	(12,650)	(13,120)	(14,515)	(16,296)	(149,504)
Total	352,320	364,573	391,657	411,596	424,266	3,892,348

CAPITAL EXPENDITURES

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Domestic convenience store operations	125,958	125,970	140,333	115,525	104,226	956,201
Overseas convenience store operations	112,807	147,226	94,285	288,221	134,684	1,235,633
Superstore operations	81,097	50,086	37,821	61,462	47,310	434,036
Department store operations	13,368	12,151	12,992	16,955	11,235	103,073
Financial services	33,422	26,070	38,803	34,918	36,099	331,183
Specialty store operations	11,708	8,979	8,882	9,157	10,427	95,660
Others	2,601	3,259	3,723	2,931	2,798	25,669
Corporate	18,240	10,373	10,532	10,157	14,127	129,605
Total	399,204	384,119	347,374	539,328	360,909	3,311,091

DEPRECIATION AND AMORTIZATION

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Domestic convenience store operations	54,024	61,101	66,500	72,717	76,519	702,009
Overseas convenience store operations	65,381	64,992	69,582	76,141	77,204	708,293
Superstore operations	22,850	24,397	23,893	24,475	26,071	239,183
Department store operations	12,205	11,472	9,727	8,667	9,083	83,330
Financial services	29,071	29,416	28,926	31,072	29,031	266,339
Specialty store operations	7,284	7,787	5,588	4,141	3,879	35,587
Others	2,393	2,189	2,257	2,267	2,447	22,449
Corporate	2,299	6,125	6,691	1,651	2,238	20,532
Total	195,511	207,483	213,167	221,133	226,475	2,077,752

■ Geographic Area Segments

REVENUES FROM OPERATIONS

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Japan	4,056,272	4,032,803	3,907,835	3,812,200	3,745,475	34,362,155
North America	1,855,305	1,690,713	2,017,092	2,862,627	2,782,055	25,523,440
Others	136,058	113,475	113,992	117,555	118,118	1,083,651
Eliminations	(1,931)	(1,303)	(1,104)	(1,167)	(1,289)	(11,825)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	60,957,422

OPERATING INCOME

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Japan	288,068	299,251	314,700	319,613	321,441	2,949,000
North America	65,148	65,548	75,626	90,411	101,777	933,733
Others	(842)	(238)	1,320	1,562	1,199	11,000
Eliminations	(53)	11	10	9	(152)	(1,394)
Total	352,320	364,573	391,657	411,596	424,266	3,892,348

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥109, the approximate rate of exchange prevailing on February 28, 2020.
2. Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
3. Others under segments by location are China, etc.

Business Segments

Segments (FY2018 Onward)

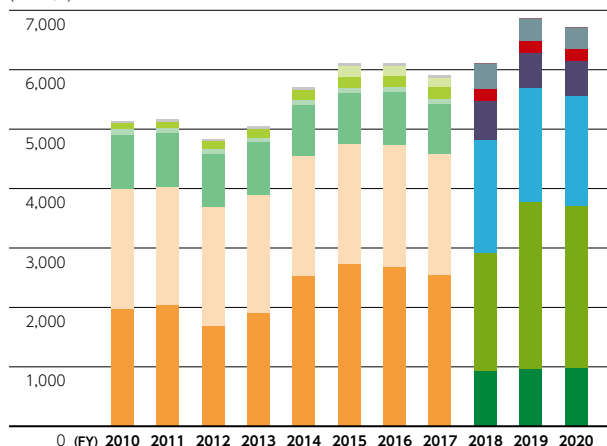
Domestic convenience store operations Overseas convenience store operations Superstore operations Department store operations
Financial services Specialty store operations Others Eliminations/corporate (excluding revenues from operations)

Former Segments (Until FY2017)

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

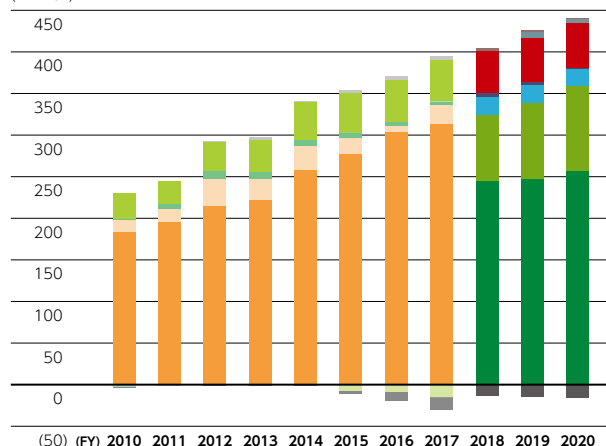
REVENUES FROM OPERATIONS

(¥ Billion)



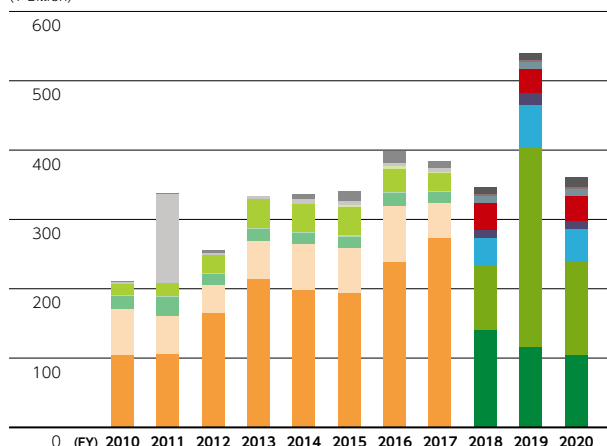
OPERATING INCOME

(¥ Billion)



CAPITAL EXPENDITURES

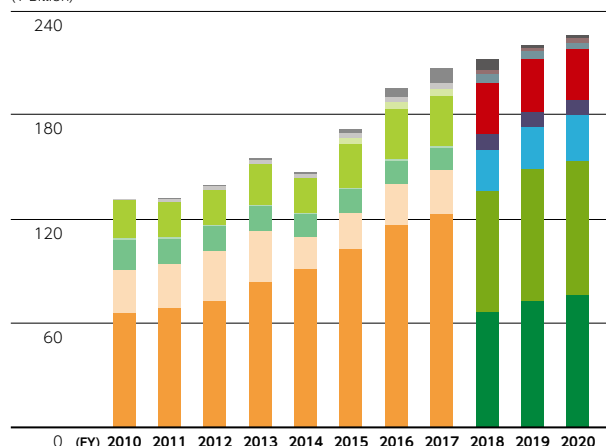
(¥ Billion)



Note: 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.

DEPRECIATION AND AMORTIZATION

(¥ Billion)

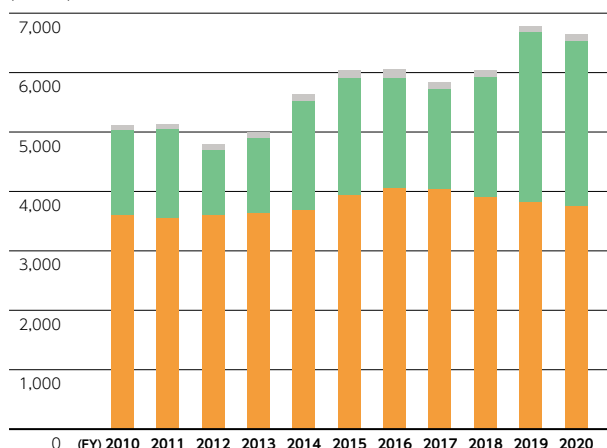


Geographic Area Segments

Japan North America Others

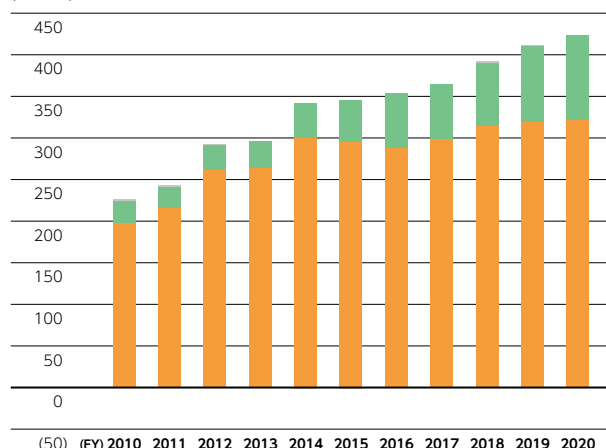
REVENUES FROM OPERATIONS

(¥ Billion)



OPERATING INCOME

(¥ Billion)



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《Financial Position》

■ Interest-Bearing Debt

At fiscal years ended February 28 or 29

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Short-term loans	130,782	150,376	127,255	143,160	129,456	1,187,669
Current portion of long-term loans	101,329	64,301	82,656	106,688	88,437	811,348
Current portion of bonds	40,000	50,000	74,999	50,000	80,000	733,944
Subtotal	272,111	264,678	284,911	299,848	297,893	2,732,963
Bonds	399,994	349,996	305,000	361,914	281,915	2,586,376
Long-term loans	360,864	433,814	393,149	443,425	403,151	3,698,633
Subtotal	760,858	783,811	698,149	805,340	685,067	6,285,018
Total	1,032,970	1,048,490	983,061	1,105,189	982,960	9,017,981

BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	132,671	177,601	163,867	260,757	219,041	2,009,550
Superstore operations	4,462	3,187	1,912	637	-	-
Department store operations	169,856	187,908	175,711	163,564	160,999	1,477,055
Specialty store operations	49,223	53,735	52,673	44,296	17,743	162,779
Others	-	-	-	-	-	-
Corporate	329,994	289,996	269,999	281,914	236,915	2,173,532
Subtotal	686,207	712,429	664,164	751,170	634,699	5,822,926
Financial services	346,763	336,060	318,896	354,018	348,261	3,195,055
Total	1,032,970	1,048,490	983,061	1,105,189	982,960	9,017,981

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥109, the approximate rate of exchange prevailing on February 28, 2020.

■ Bonds

Issued by Seven & i Holdings

(As of February 29, 2020)

	Amount	Issue date	Coupon	Redemption date
6th unsecured domestic straight bonds	60 billion yen	Jun. 29, 2010	1.399%	Jun. 19, 2020
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
11th unsecured domestic straight bonds	60 billion yen	Jun. 17, 2015	0.514%	Jun. 20, 2022
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
USD-denominated senior unsecured notes	\$600 million	Sep.19, 2018	3.350%	Sep. 17, 2021

Issued by Seven Bank

	Amount	Issue date	Coupon	Redemption date
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
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
13th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.160%	Dec. 20, 2023
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

■ Ratings

(As of March 31, 2020)

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

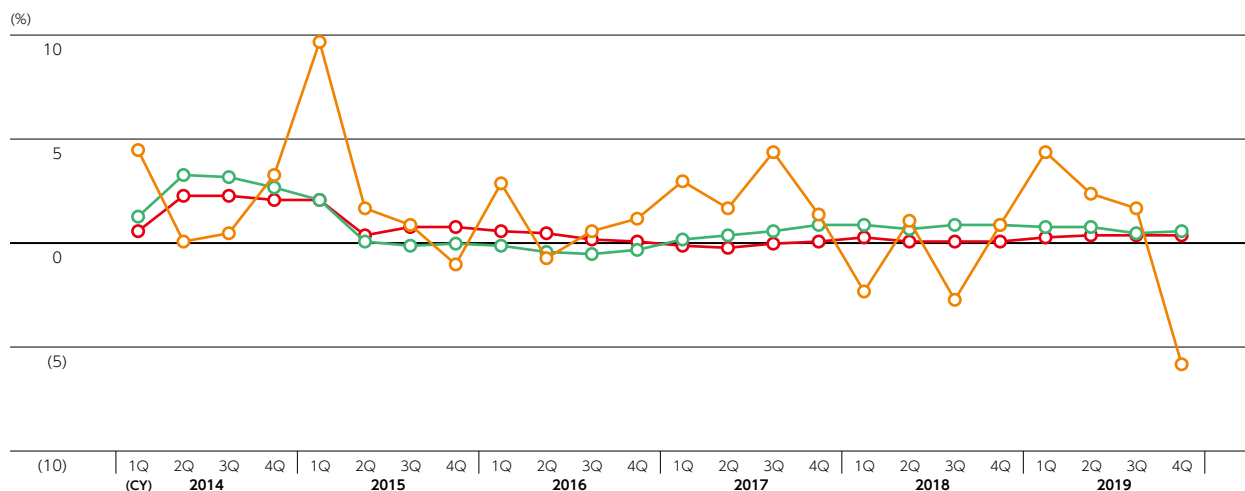
* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Retail Environment in Japan

《Macroeconomic Environment》

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

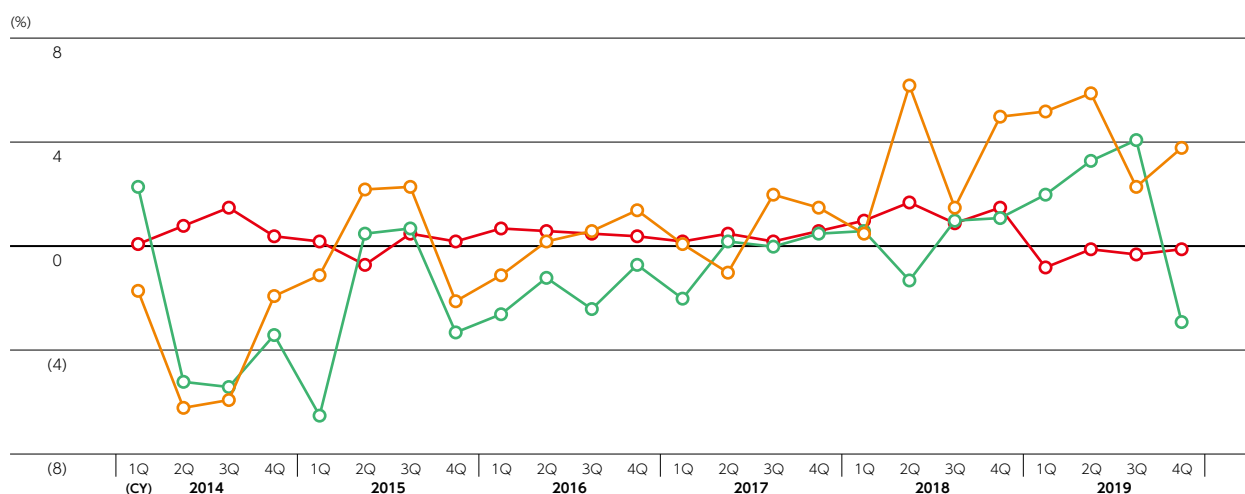
— GDP (nominal) — Consumer price index, excluding fresh products — Consumer price index, excluding food (less alcoholic beverages) and energy



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

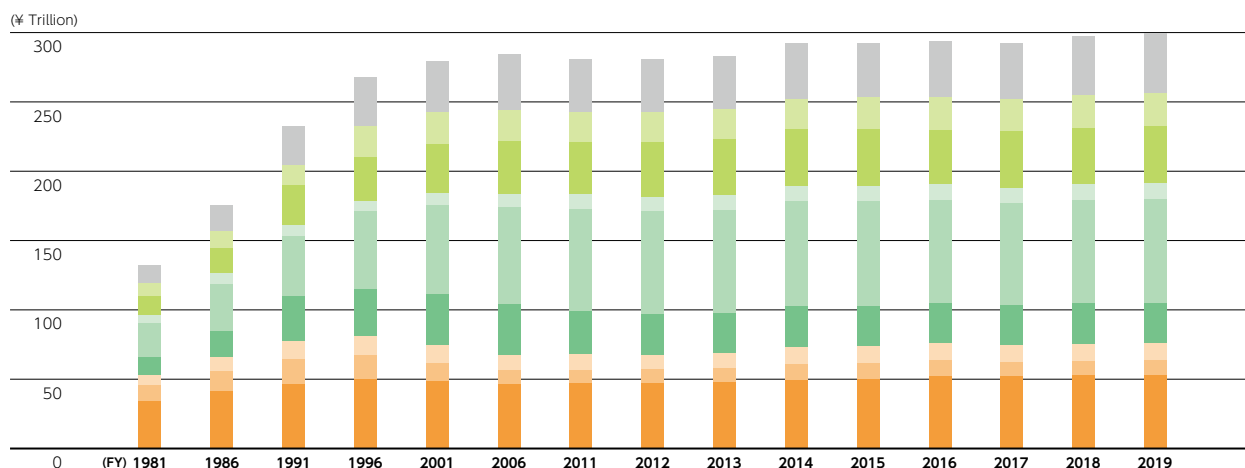
— Real income (real) — Consumption expenditure (real) — Total wages



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

— Food, beverages and cigarettes — Clothing and footwear — Furniture and household appliances — Education, cultural services and entertainment — Housing and utilities — Medical care and health expenses — Transport and communications — Eating out and accommodation — Others



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

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

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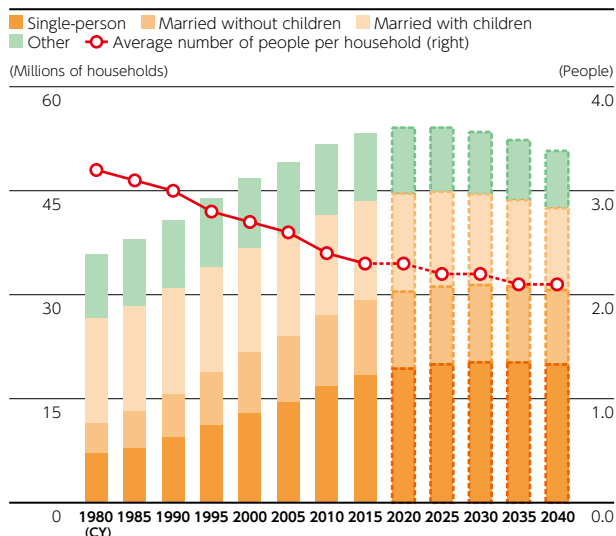
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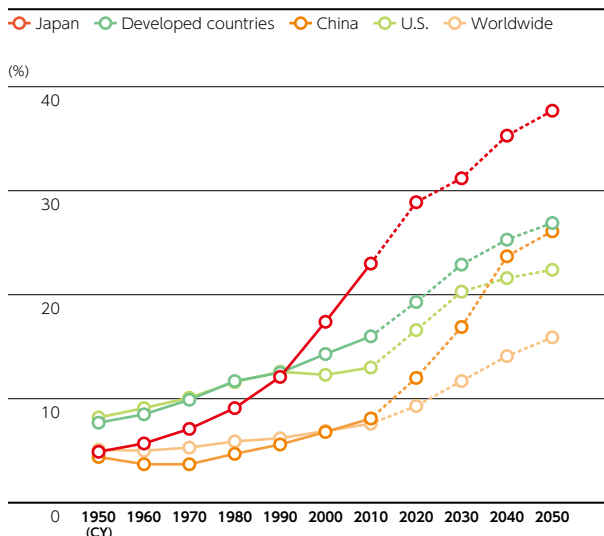
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《Macroeconomic Environment》

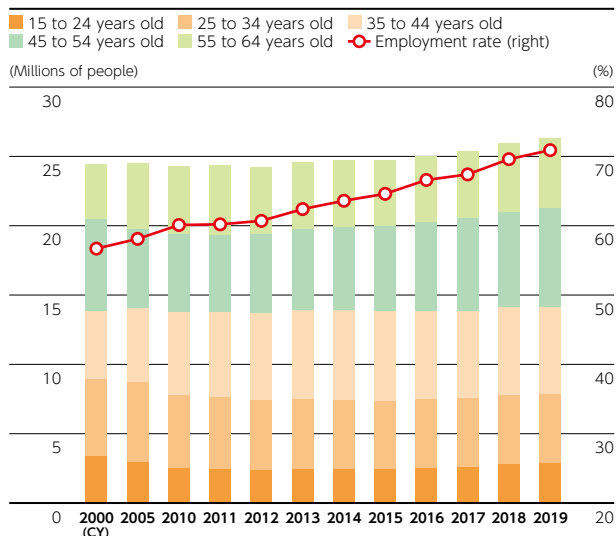
CHANGES IN THE NUMBER OF HOUSEHOLDS



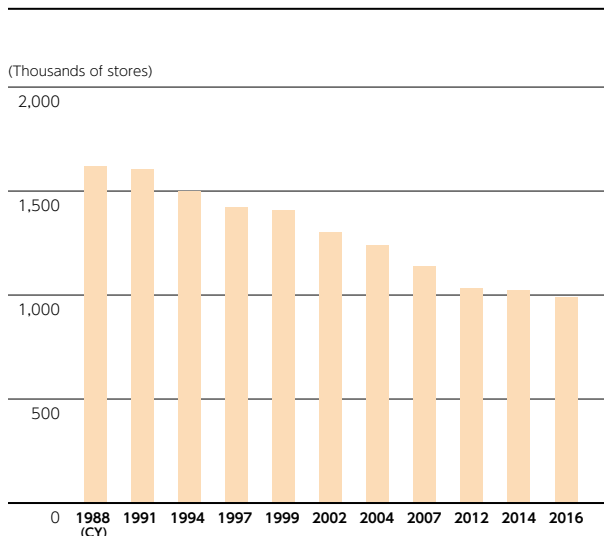
CHANGES IN THE POPULATION OF THOSE AGED OVER 65



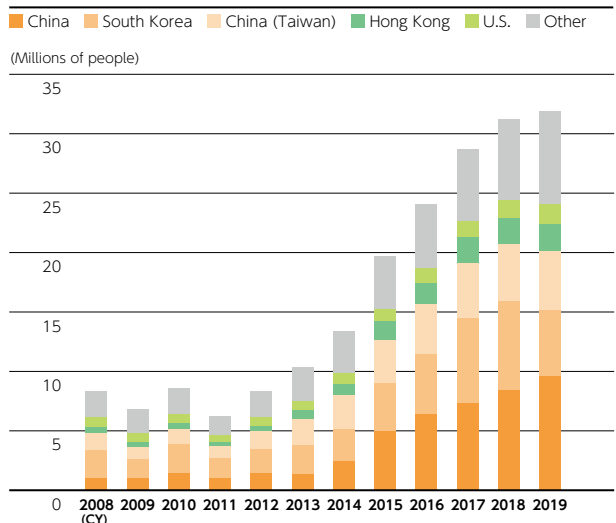
THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



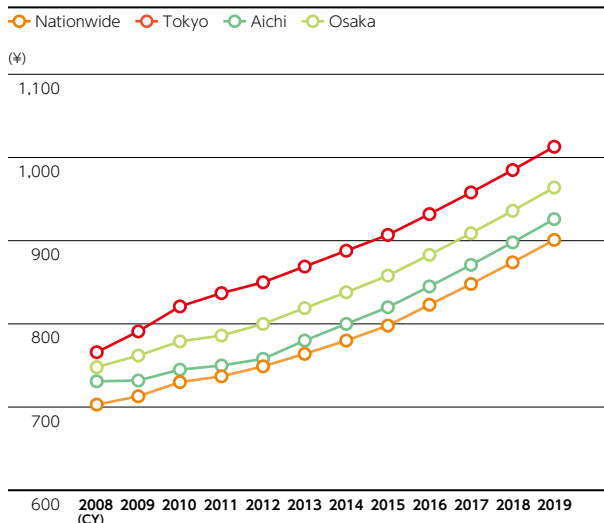
TREND IN THE NUMBER OF RETAIL STORES



THE NUMBER OF FOREIGN TOURISTS



MINIMUM WAGE NATIONWIDE AND IN THREE MAIN URBAN CENTERS

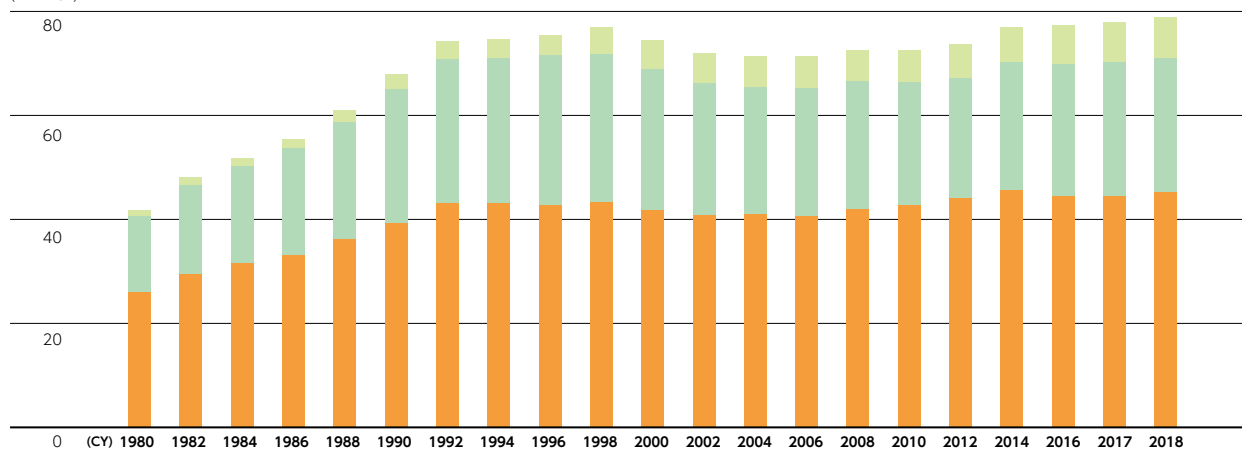


《Environment of the Retail Industry》

TRENDS IN THE SCALE OF THE FOOD MARKET

Food and beverages Food-service industry Takeout meals

(¥ Trillion)

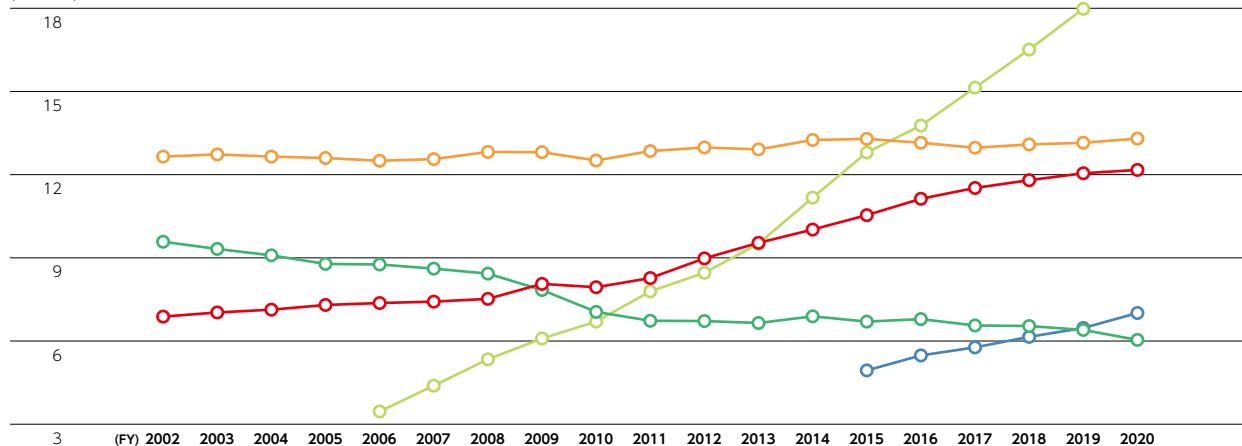


Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry) and Trends in the Scale of the Food Market (Foodservice Industry Research Institute)

TRENDS IN NET SALES AT MAJOR STORE FORMATS

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

(¥ Trillion)

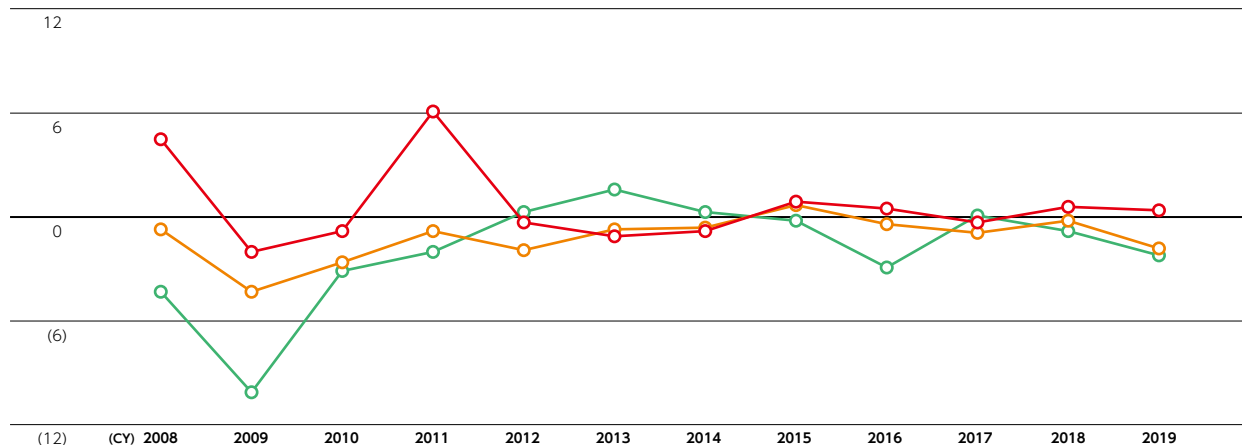


Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)

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

Convenience stores Supermarkets Department stores

(%)



Sources: Flash Report on Department Store Sales (Japan Department Stores Association); Chain Store Sales (Japan Chain Stores Association); and Annual Statistics on Convenience Store Trends (Japan Franchise Association)

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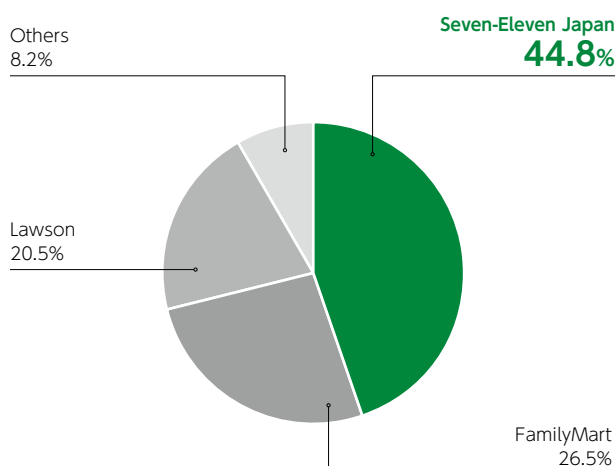
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《Major Group Companies' Market Share in Japan (Nonconsolidated)》

AMONG TOP THREE FOR TOTAL STORE SALES AT CONVENIENCE STORES

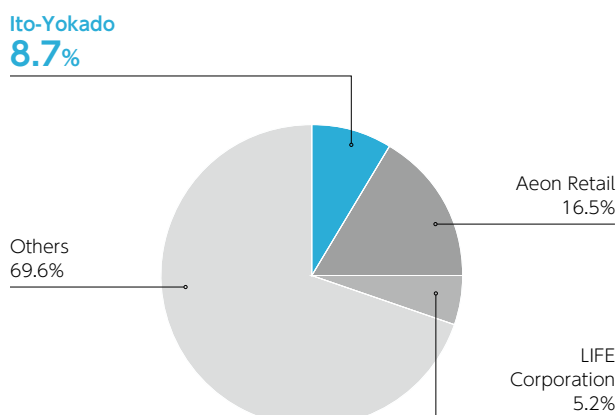
		FY2020 (¥ Billion)	Share (%)
Convenience stores total market*		11,192.8	100.0
1	Seven-Eleven Japan	5,010.2	44.8
2	FamilyMart	2,965.0	26.5
3	Lawson	2,296.1	20.5
	Others	921.3	8.2
Top three combined		10,271.4	91.8

* The figure for convenience stores total market is sum of sales from March 2019 to February 2020, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.



AMONG TOP THREE FOR NET SALES AT SUPERSTORES

		FY2020 (¥ Billion)	Share (%)
Superstores total market		13,300.5	100.0
1	Aeon Retail	2,192.5	16.5
2	Ito-Yokado	1,154.3	8.7
3	LIFE Corporation	693.0	5.2
	Others	9,260.5	69.6
Top three combined		4,039.9	30.4
<Reference>			
	York-Benimaru	438.6	3.3
	York Mart	142.9	1.1

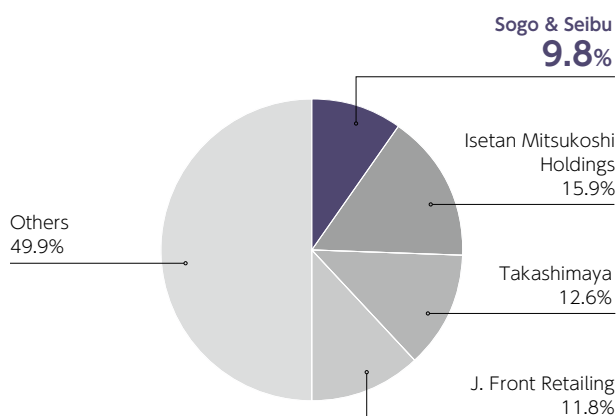


AMONG TOP FOUR FOR NET SALES AT DEPARTMENT STORES

		FY2020 (¥ Billion)	Share (%)
Department stores total market		6,042.2	100.0
1	Isetan Mitsukoshi Holdings* ¹	961.0	15.9
2	Takashimaya* ¹	760.2	12.6
3	J. Front Retailing* ²	715.0	11.8
4	Sogo & Seibu	589.4	9.8
	Others	3,016.4	49.9
Top four combined		3,025.8	50.1

*1 Net sales of Isetan Mitsukoshi Holdings and Takashimaya represent simplified sums of their subsidiaries of domestic department stores.

*2 Net sales of J. Front Retailing represent total sales for the department store business.



Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry), Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Global Retail Industry Data

《Sales Ranking》

Sales Ranking of Retailers—Worldwide in FY2019

FY2019	FY2018	Company	Country	Net sales		CAGR (%)	Net income	
				(U.S.\$ Million)	(¥ Billion)		(U.S.\$ Million)	(¥ Billion)
1	1	Walmart	U.S.	514,405	56,584.6	1.6	7,179	789.7
2	2	Costco Wholesale	U.S.	141,576	15,573.4	6.1	3,179	349.7
3	4	Amazon.com	U.S.	140,211	15,423.2	18.1	2,371	260.8
4	5	Schwarz	Germany	121,581	13,373.9	7.1	-	-
5	3	Kroger	U.S.	117,527	12,928.0	3.6	3,078	338.6
6	7	Walgreen	U.S.	110,673	12,174.0	8.9	5,031	553.4
7	6	Home Depot	U.S.	108,203	11,902.3	6.5	11,121	1,223.3
8	8	Aldi	Germany	106,175	11,679.3	6.7	-	-
9	9	CVS Health	U.S.	83,989	9,238.8	5.1	-	-
10	10	Tesco	U.K.	82,799	9,107.9	0.1	1,718	189.0
11	12	Target	U.S.	74,433	8,187.6	0.5	2,937	323.1
12	11	Ahold Delhaize	Netherlands	74,076	8,148.4	14.0	2,115	232.7
13	13	AEON	Japan	71,446	8,518.2	6.5	799	23.6
14	14	Lowe's	U.S.	71,309	7,844.0	5.9	2,314	254.5
15	20	JD.com	China	62,875	6,916.3	44.1	(423)	(46.5)
16	17	Edeka	Germany	62,054	6,825.9	3.2	-	-
17	15	Albertsons	U.S.	60,535	6,658.9	24.7	131	14.4
18	16	Auchan	France	59,304	6,523.4	1.3	(1,116)	(122.8)
19	18	Seven & i Holdings	Japan	59,101 Group's total sales* 109,254	6,791.2 Group's total sales* 12,018.0	3.9	1,929	203.0
20	19	Rewe	Germany	56,435	6,207.9	4.5	507	55.8
21	25	E. Leclerc	France	44,476	4,892.4	0.6	-	-
22	23	Casino	France	43,183	4,750.1	(5.2)	190	20.9
23	24	Best Buy	U.S.	42,879	4,716.7	0.2	1,464	161.0
24	22	Woolworths	Australia	41,685	4,585.4	(0.3)	1,972	216.9
25	27	IKEA	Netherlands	41,470	4,561.7	4.5	1,762	193.8
26	29	The TJX Companies	U.S.	38,973	4,287.0	7.3	3,060	336.6
27	32	LVMH	France	37,847	4,163.2	12.0	8,246	907.1
28	28	J Sainsbury	U.K.	37,523	4,127.5	3.5	289	31.8
29	33	ITM	France	36,630	4,029.3	1.6	-	-
30	31	Publix	U.S.	36,396	4,003.6	4.5	2,381	261.9

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

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

3. Exchange rate: U.S.\$1=¥110, 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: Global Powers of Retailing 2020 (Deloitte Touche Tohmatsu Limited)

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《Market Capitalization Ranking》

Ranking by Market Capitalization of Retailers—Worldwide (As of April 30, 2020)

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(¥ Billion)				
1	Amazon.com	U.S.	1,233,351	131,888.4	21.9	23.24	106.43	19.87
2	Alibaba Group Holding	China	545,379	58,320.1	19.8	0.62	41.31	7.35
3	Walmart	U.S.	344,436	36,832.3	20.2	5.25	23.15	4.61
4	Home Depot	U.S.	236,123	25,249.8	(450.2)	10.47	21.00	–
5	Costco Wholesale	U.S.	133,799	14,307.8	26.1	8.29	36.57	8.78
6	CVS Health	U.S.	80,359	8,593.2	10.9	5.08	12.12	1.26
7	Lowe's	U.S.	79,081	8,456.5	152.0	5.65	18.53	40.10
8	Shopify	Canada	66,163	7,075.2	(4.9)	(1.19)	–	21.94
9	The TJX Company	U.S.	59,481	6,360.6	59.5	2.70	18.18	10.00
10	Target	U.S.	54,851	5,865.5	28.4	6.56	16.72	4.64
11	JD.com	China	53,581	5,729.7	17.2	1.42	30.39	4.56
12	Fast Retailing	Japan	51,085	5,462.8	18.0	14.33	33.60	5.82
13	Dollar General	U.S.	44,091	4,714.8	26.1	6.81	25.75	6.58
14	Wal-Mart de Mexico	Mexico	42,513	4,546.1	22.8	0.09	26.71	6.02
15	Walgreen	U.S.	37,975	4,060.8	16.1	4.54	9.54	1.62
16	Ross Stores	U.S.	32,468	3,472.0	49.8	4.67	19.55	9.67
17	Pinduoduo	China	32,212	3,444.6	(32.1)	(1.49)	–	9.10
18	Alimentation Couche-Tard	Canada	24,018	2,568.3	22.3	2.02	13.81	2.78
19	Woolworths	Australia	29,563	3,161.3	15.5	0.83	28.13	4.39
20	Seven & i Holdings	Japan	29,453	3,149.5	8.5	2.30	14.44	1.21
21	Tesco	U.K.	29,042	3,105.6	6.9	0.13	23.71	1.73
22	O'Reilly	U.S.	28,666	3,065.4	370.4	18.75	20.61	72.15
23	CK Hutchison Holdings	Hong Kong	28,552	3,053.3	8.7	1.33	5.56	0.48
24	Westfarmers	Australia	27,978	2,991.9	14.4	1.36	18.13	4.29
25	Lululemon Athletica	Canada	27,782	2,970.9	38.0	5.19	43.03	14.23
26	Ahold Delhaize	Netherlands	26,717	2,856.9	12.2	1.76	13.80	1.73
27	Kroger	U.S.	25,235	2,698.5	19.9	2.05	15.39	2.93
28	Jardine Strategic Holdings	Bermuda	23,880	2,553.6	6.5	1.97	10.96	0.67
29	AutoZone	U.S.	23,827	2,547.9	(100.0)	69.25	14.73	–
30	Avenue Supermarts	India	20,528	2,195.2	17.6	0.19	170.80	27.59

Note: Exchange rate (as of April 30, 2020): U.S.\$1=¥106.94
Source: FactSet

Group Strategy

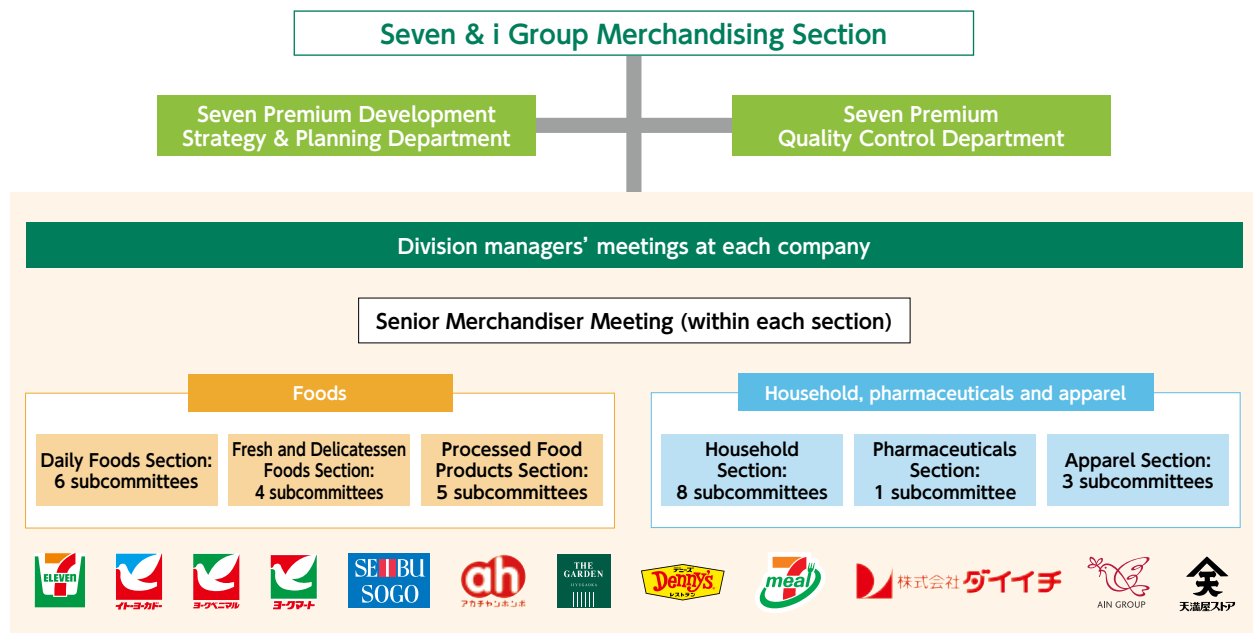
《Seven Premium Product Strategy》

Seven Premium Product Strategy

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.

■ Product Development and Supply System

Product development staff in Seven & i Group companies are organized into 6 sections and 27 subcommittees to conduct joint product development with product manufacturers. As of February 29, 2020, they supply 12 companies in total.



■ 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



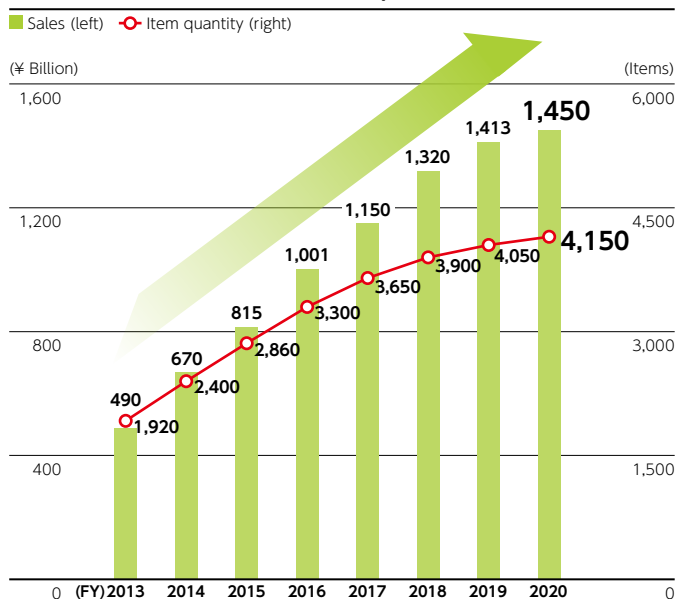
Seven Premium Fresh is a safe and reliable fresh food brand offering a lineup of vegetables, fruits, meats, eggs and fish. The brand connects producers—who have labored long, taking the time to rigorously manage details of where and when food was produced, and carefully nurtured their products—with customers'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

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《Seven Premium Product Strategy》

SEVEN PREMIUM SALES AND ITEM QUANTITY



Development of Seven Premium

2006	Nov.	Launched the "Group Merchandising Reform Project"
	May	Started sales of <i>Seven Premium</i>
2007	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
	Feb.	Started sales at SEIBU Ikebukuro
2009	July	Launched the "Premium Life Enhancement Committee," a website community for product development that invites customers to participate
	Nov.	Started sales of wine simultaneously in Japan and North America as the Group's first private-brand product for the global market
2010	Sept.	Started sales of <i>Seven Gold</i>
2011	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
2013	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	Mar.	Start of sales of <i>Seven Premium Fresh</i>
	May	<i>Seven Premium</i> 's 10th anniversary
2018	Oct.	Launched the first <i>Seven Premium</i> sustainable seafood product certified by the Marine Stewardship Council
2019	Sept.	Overhauled nutritional component labeling on packaging to make it more easily understandable in consideration of customers' health
2020	May	Announced the " <i>Seven Premium</i> Connect Declaration" to establish the brand as one that leads for 100 years

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 FY2020 was 290 items, an increase of 16 items year on year.

Daily food products

185 items



Beverages and alcohol

53 items



Total
290 items
(+16 items)

Confectionery

26 items



Processed food and sundries

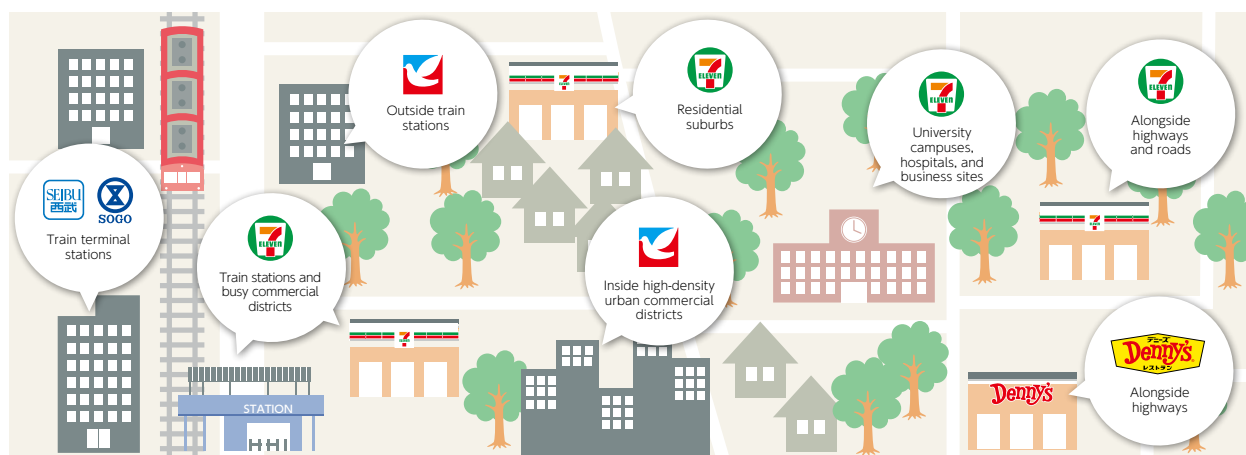
26 items



《Store-Development Policy》

Group Store-Development 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-development strategy across the different formats.



Store-Development Policy by Store Format

Format	Store brand	Development status
Convenience store	7-Eleven	<ul style="list-style-type: none"> Operated 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 development by franchisees who will operate two or more stores Operates stores in all 47 prefectures
Superstore	Ito-Yokado	<ul style="list-style-type: none"> Operates stores in 19 prefectures nationwide, primarily in the Kanto region Implemented store structure reform to make efficient use of major specialty stores both inside and outside of the Group
Shopping center	Ario and others	<ul style="list-style-type: none"> Operates 20 mall-type shopping centers Assembled tenants with Ito-Yokado as the anchor tenant
Supermarket	York-Benimaru York Mart	<ul style="list-style-type: none"> York-Benimaru operates in the southern Tohoku and northern Kanto regions York Mart is operated centered on Tokyo and three prefectures
Department store	SEIBU SOGO	<ul style="list-style-type: none"> Developed two department store brands, SEIBU and Sogo According to their characteristics, stores are classified into "major stores" or "regional and suburban stores" Six major stores are Ikebukuro, Yokohama, Chiba, Hiroshima, Shibuya, and Omiya
Restaurant	Denny's	<ul style="list-style-type: none"> Operates stores in 16 prefectures, primarily in the Kanto region
Specialty store	Akachan Honpo	<ul style="list-style-type: none"> Operates stores in 36 prefectures Opened 42 stores primarily in Ito-Yokado, Ario, and other stores operated by Group companies
	Loft	<ul style="list-style-type: none"> Operates stores primarily in department stores and shopping centers in 37 prefectures Opened 38 stores in SEIBU, Sogo, Ito-Yokado, Ario, and other stores operated by Group companies

Note: The number of stores and store development areas are as of February 29, 2020.

Effect of Market Concentration Strategy (Example of Seven-Eleven Japan)

- Increase familiarity of the chain 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

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《Store-Development Policy》

Store Network in Japan

The Seven & i Group 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 FY2020



7-Eleven



Ito-Yokado



York-Benimaru



York Mart



Sogo



SEIBU



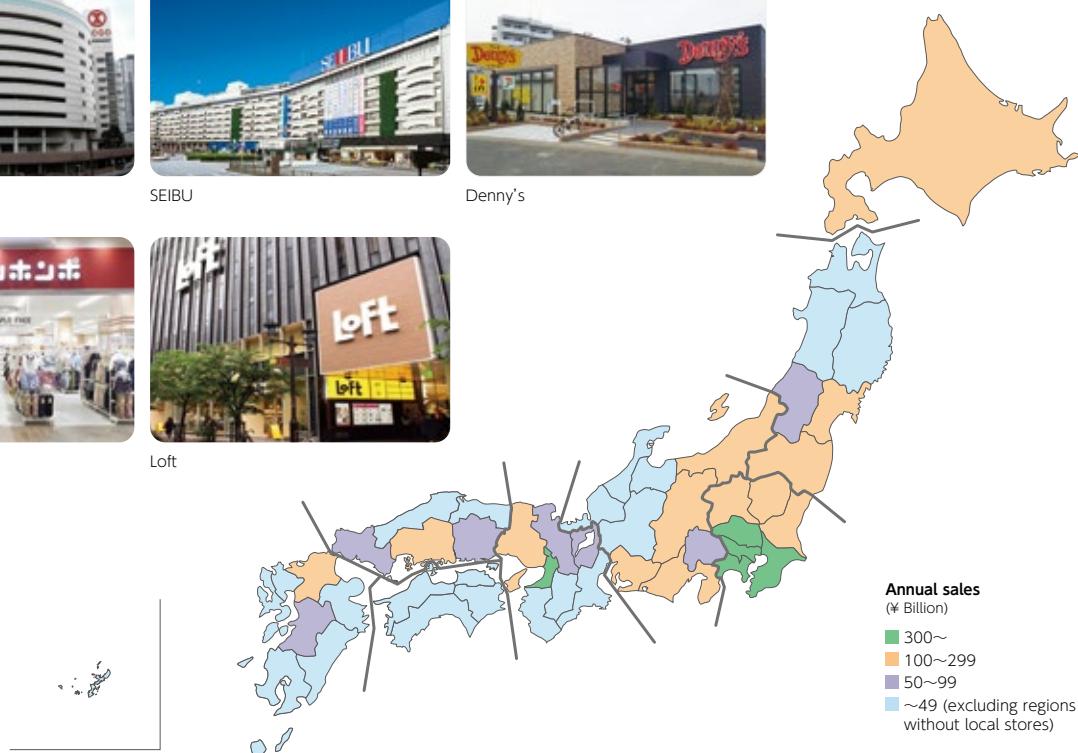
Denny's



Akachan Honpo



Loft



Domestic Store Network

(Stores)

	7-Eleven*	Ito-Yokado	York-Benimaru	York Mart	SEIBU Sogo	Denny's	Akachan Honpo	Loft
Hokkaido	1,003	9	-	-	-	-	3	1
Tohoku	1,399	10	160	-	1	12	4	6
Kanto	8,127	118	72	78	8	272	46	63
Chubu	3,420	13	-	-	2	73	20	16
Kinki	2,940	7	-	-	2	15	23	19
Chugoku	1,338	-	-	-	1	-	8	8
Shikoku	352	-	-	-	1	-	2	4
Kyushu, Okinawa	2,376	-	-	-	-	-	11	7
Total	20,955	157	232	78	15	372	117	124

Note: As of February 29, 2020

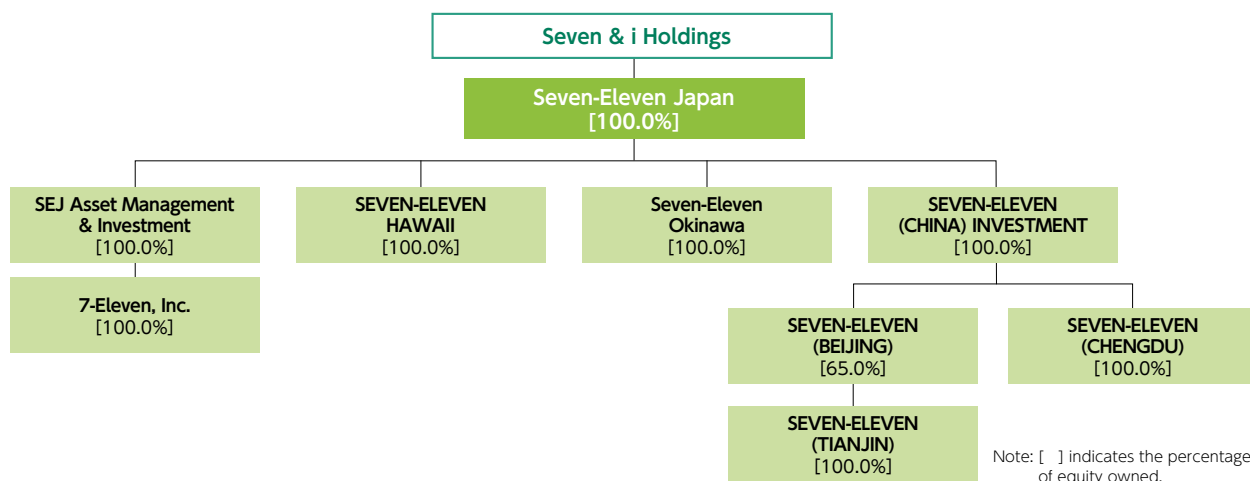
* Seven-Eleven Okinawa is included.

《Global Strategy》

■ Capital Relationships in the Group's Convenience Store Operations

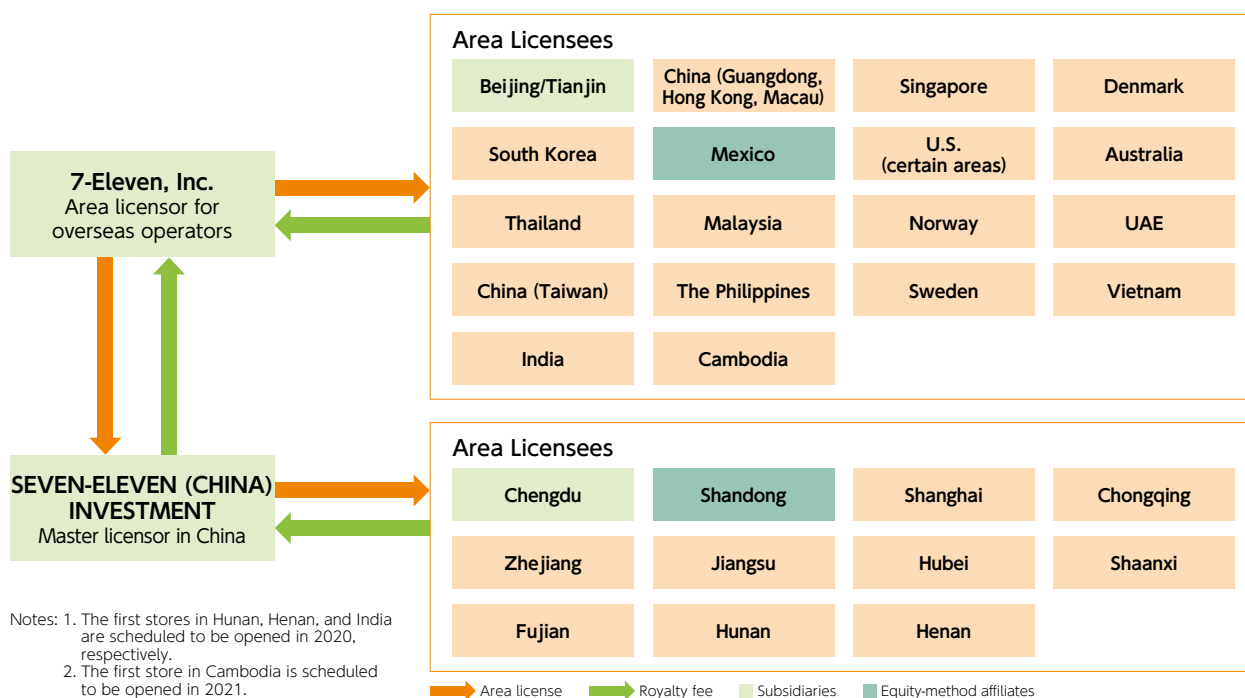
Seven & i Holdings' subsidiaries operate 7-Eleven convenience stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

(As of February 29, 2020)



■ 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.



■ Trend in the 7-Eleven Stores Worldwide

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Japan	13,232	14,005	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,955
Thailand	5,790	6,276	6,822	7,429	8,127	8,832	9,542	10,268	10,988	11,712
South Korea	3,145	5,249	6,986	7,085	7,231	8,000	8,556	9,231	9,400	10,016
U.S. and Canada	7,188	7,752	8,545	8,641	8,646	8,868	9,077	9,061	9,974	10,000
China (Taiwan)	4,750	4,801	4,852	4,919	5,040	5,029	5,107	5,221	5,369	5,647
China	1,711	1,792	1,919	2,001	2,064	2,182	2,357	2,599	2,816	3,156
Others	4,477	5,110	5,563	6,039	6,682	7,228	7,744	7,960	8,233	8,688
Total	40,293	44,985	49,759	52,433	55,281	58,711	61,805	64,600	67,656	70,174

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

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《Global Strategy》

■ 7-Eleven Store Operators around the World

Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	11,712
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	10,016
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	5,763
The Philippines	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	2,864
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,411
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	2,290
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,829
Australia	7-Eleven Stores Pty. Ltd.	708
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	411
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	409
U.S.	Resort Retailers, Inc.	252
	Southwest Convenience Stores, Inc.	
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	93
Vietnam	Seven System Viet Nam JSC	44
China (Zhejiang)	PRESIDENT CHAIN STORE (ZHEJIANG) LTD. [PRESIDENT CHAIN STORE CORP.]	39
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	37
China (Shaanxi)	Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]	21
China (Jiangsu)	Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd. [GOLDEN EAGLE RETAIL GROUP LIMITED]	16
UAE	SEVEN EMIRATES INVESTMENT L.L.C.	12
China (Hubei)	Hubei Oriental Meilin CVS CO., LTD.	12
China (Fujian)	Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.] [FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.]	4
China (Hunan)	Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]	-
China (Henan)	Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	-
India	SHME Food Brands Private Limited [Future Group]	-
Cambodia	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	-

Notes: 1. Number of stores as of December 31, 2019

2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

3. The first stores in Hunan, Henan, and India are scheduled to be opened in 2020, respectively.

4. The first store in Cambodia is scheduled to be opened in 2021.

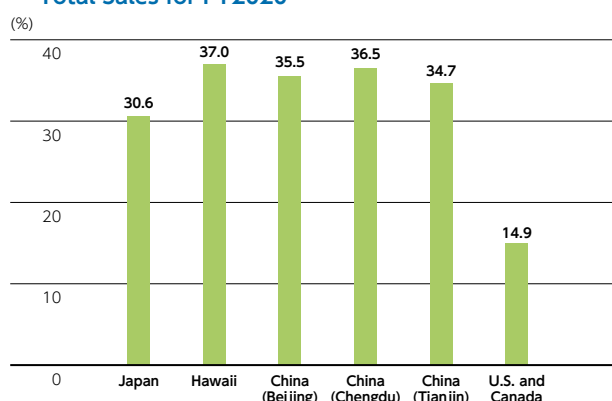
■ Support Program for Existing Area Licensees

To enhance the value of the 7-Eleven brand, Seven-Eleven Japan and area licensor 7-Eleven, Inc. have developed a program to improve the operation level of area licensees around the world. The support program is currently in place for existing area licensees for Singapore, China (Hong Kong and Macau), UAE, Vietnam, Thailand, China (Taiwan), and Korea. We plan to expand the program going forward.

Contents of the support program

1. Support the product development process and a product lineup with products that differentiate
 - Methods for improving quality of existing products and developing new products that differentiate, with a focus on fast food
 - Methods of communicating product information and connecting with operations divisions, training about merchandising
 - Support introduction of *Seven Premium* products
2. Support methods of store operation
 - Efficient store operation methods suited to the location environment
 - Counseling methods by management guidance staff and methods to collaborate with other divisions
3. Methods for selecting candidate sites for store openings, comprehensive support for distribution, construction of facilities, etc.
 - Concept of neighborhood development, methods for selecting high-quality candidate sites for store openings, methods for projecting sales
 - Create distribution systems to support improved sales and profits for stores

■ 7-Eleven Fast Food Sales as a Percentage of Total Sales for FY2020



U.S. and Canada



China (Beijing)

Notes: 1. Percentages for Hawaii, the U.S., and Canada are calculated using merchandise sales.

2. The end of the fiscal year for overseas subsidiaries is December 31, 2019.

3. Seven-Eleven Okinawa is not included.

Operations in China

In China, we are operating convenience stores, superstores, and supermarkets. We are also working to exchange information between business formats and jointly develop products.

(December 31, 2019)

	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.\$44 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	CNY472.9 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	–	CNY876.2 million	SEVEN-ELEVEN JAPAN CO., LTD. 100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience stores	Nov. 2012	Nov. 29, 2012	CNY200.0 million	SEVEN-ELEVEN (BEIJING) CO., LTD. 100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience stores	June 2012	Nov. 7, 2012	CNY210.0 million	Zhongdi Group Co., Ltd. 65.0% SEVEN-ELEVEN JAPAN CO., LTD. 20.0% SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 15.0%
Chengdu Ito-Yokado Co., Ltd.	Superstores and supermarkets	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 Corporation 8.0% CITYWELL (CHENGDU) DEVELOPMENT CO., LTD. 5.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstores	Sept. 1997	Apr. 28, 1998	U.S.\$65 million	Ito-Yokado (China) Investment Co., Ltd. 75.8% ITOCHU Corporation, ITOCHU (CHINA) HOLDING CO., LTD. 12.3% China National Sugar & Alcohol Group 12.0%
Ito-Yokado (China) Investment Co., Ltd.	Investment company in China	July 2012	–	U.S.\$47.25 million	Ito-Yokado Co., Ltd. 100.0%
Chengdu Ito-Yokado E-commerce Co., Ltd.	E-commerce	Apr. 2017	–	CNY50.0 million	Chengdu Ito-Yokado Co., Ltd. 70.0% Ito-Yokado (China) Investment Co., Ltd. 20.0% Chengdu-Vienna Rotation Investment Co., Ltd. 10.0%

* 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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Chengdu Ito-Yokado	48,048	50,672	53,513	62,788	70,650	79,686	67,276	71,638	73,632	73,751
Hua Tang Yokado	30,008	28,477	27,902	34,015	31,814	24,066	15,869	6,826	5,033	4,882
SEVEN-ELEVEN (BEIJING)	5,874	7,754	11,273	14,458	17,983	21,781	20,871	24,458	26,399	26,859
SEVEN-ELEVEN (TIANJIN)	–	–	–	3,136	3,783	4,623	4,551	5,364	5,190	4,781
SEVEN-ELEVEN (CHENGDU)	–	517	1,909	3,505	4,204	4,036	3,435	4,042	4,815	4,517
Exchange rate (CNY1=) (¥)	12.90	12.32	12.72	15.92	17.18	19.23	16.42	16.62	16.71	15.78

Notes: 1. Sales exclude value added tax.

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

3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).



Chengdu Ito-Yokado



Hua Tang Yokado



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)

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《Domestic Convenience Store Operations》

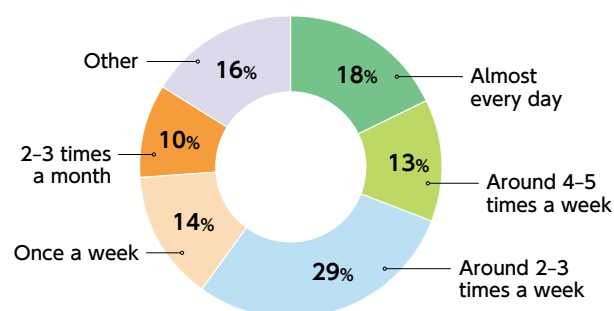
Seven-Eleven Japan

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	535,018	549,111	576,186	617,559
Selling, general and administrative expenses	285,856	301,538	326,216	364,893
Operating income	156,220	169,152	183,160	186,763
Ordinary income	164,445	176,144	189,759	194,104
Net income	92,439	102,049	100,738	112,446
Capital expenditures	66,222	56,989	93,644	112,514
Depreciation and amortization*1	28,587	30,831	38,368	46,292
Total assets	1,301,004	1,358,837	1,432,828	1,489,339
Net assets	1,022,065	1,068,453	1,104,944	1,143,288
Total store sales	2,784,997	2,947,606	3,280,512	3,508,444
Processed food	788,154	828,277	872,616	926,229
Fast food	751,949	792,906	852,933	940,263
Daily food	336,984	359,607	403,503	449,080
Nonfood	907,909	966,814	1,151,459	1,192,871
Existing store sales increase (%)**2	(2.1)	2.2	6.7	1.3
Number of customers (%)	0.5	1.1	2.6	0.5
Average spending per customer (%)	(2.6)	1.1	4.0	0.8
Average daily sales per store (¥ Thousand)	616	629	669	668
Average daily sales per store of new stores (¥ Thousand)	525	554	570	527
Merchandise gross profit margin (%)	30.3	30.5	29.7	30.0
Processed food (%)	37.9	38.3	38.3	38.2
Fast food (%)	33.8	34.1	34.3	34.3
Daily food (%)	33.1	33.3	33.2	33.1
Nonfood (%)	19.8	19.8	18.6	19.1
Number of stores	12,753	13,232	14,005	15,072
Openings	966	939	1,201	1,354
Closures	511	460	428	287
Relocations, etc.	414	393	346	237
Franchised stores	12,140	12,789	13,607	14,638
Type A	4,437	4,340	4,263	4,244
Type C	7,703	8,449	9,344	10,394
Provisional management contracts	12	1	1	1
Directly operated stores	601	442	397	433
Ratio of stores with liquor license (%)	98.6	98.8	98.9	98.9
Ratio of stores with cigarette license (%)	89.5	91.7	92.8	94.1
Total sales floor space (m²)	1,571,247	1,641,368	1,769,560	1,924,768
Full-time employees (fiscal year-end)	5,763	5,729	5,686	6,070
Payment acceptance services				
Number of transactions (Thousand)	323,966	342,427	358,732	384,913
Total value of transactions (¥ Million)	3,072,749	3,242,657	3,432,600	3,736,249

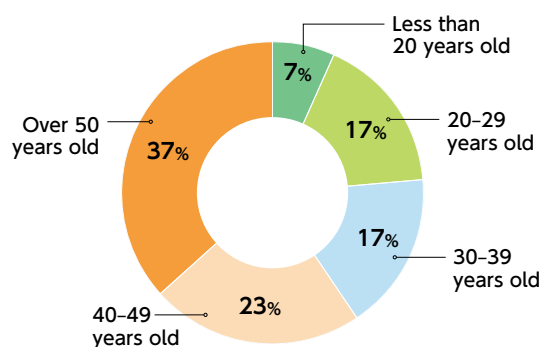
*1 From FY2014, Seven-Eleven Japan changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Existing store sales increase includes POSA card transactions from FY2014 to FY2018.

■ Frequency of Store-Visits (FY2020)



■ Composition of Customers by Age Group (FY2020)



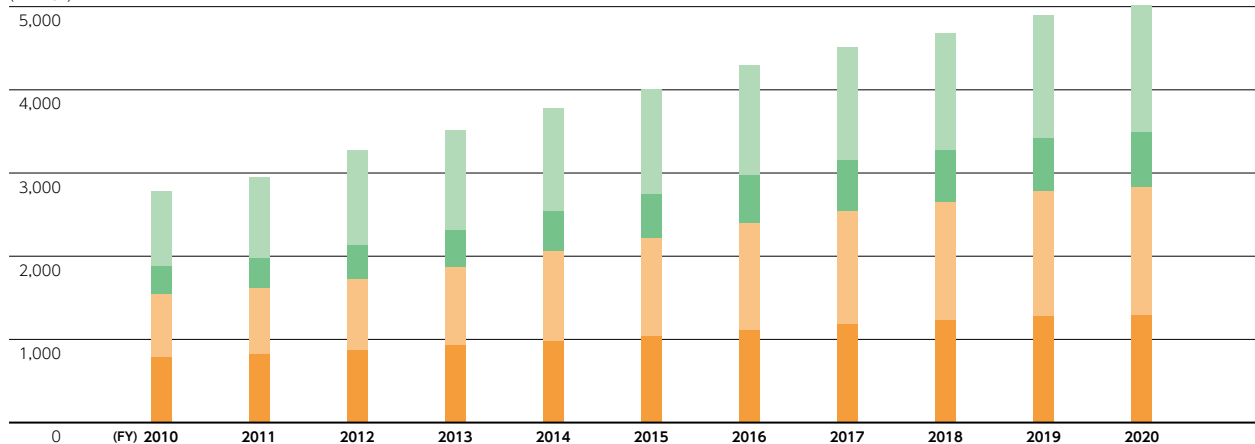
(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	679,561	736,343	793,661	833,743	849,862	873,555	887,625
	397,767	439,785	481,362	514,907	533,633	561,600	573,103
	212,785	223,356	235,033	243,493	244,110	245,088	253,980
	220,927	232,593	256,726	251,265	251,717	252,917	262,249
	134,371	136,924	162,910	144,151	166,760	153,233	169,695
	124,350	129,438	124,543	125,045	136,297	110,028	96,062
	39,002	47,698	51,784	58,829	64,294	70,182	73,538
	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375
	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416
	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273
	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660
	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143
	487,783	517,065	579,294	614,122	626,863	641,752	661,356
	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112
	2.3	2.4	2.9	1.8	0.7	1.3	0.2
	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)
	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3
	664	655	656	657	653	656	656
	522	513	530	533	546	560	554
	30.7	31.4	31.6	31.8	31.9	31.9	32.1
	38.7	38.8	38.9	39.2	39.4	39.5	39.5
	35.1	35.7	35.5	35.7	35.9	36.1	36.6
	33.2	33.1	33.2	33.4	33.5	33.4	34.0
	19.6	20.7	20.9	21.0	20.7	20.5	20.3
	16,319	17,491	18,572	19,422	20,260	20,876	20,916
	1,579	1,602	1,651	1,682	1,554	1,389	743
	332	430	570	832	716	773	703
	255	347	450	670	568	562	482
	15,879	17,021	18,071	18,977	19,792	20,499	20,545
	4,333	4,353	4,448	4,554	4,563	4,558	4,539
	11,546	12,668	13,623	14,423	15,229	15,941	16,006
	0	0	0	0	0	0	0
	440	470	501	445	468	377	371
	99.0	98.9	98.7	98.6	98.5	98.4	98.4
	94.8	95.5	95.5	95.7	95.8	96.3	96.9
	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047
	6,567	7,191	8,054	8,562	8,886	9,092	8,959
	402,999	418,845	439,138	460,585	481,800	502,468	513,061
	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479

Sales by Product

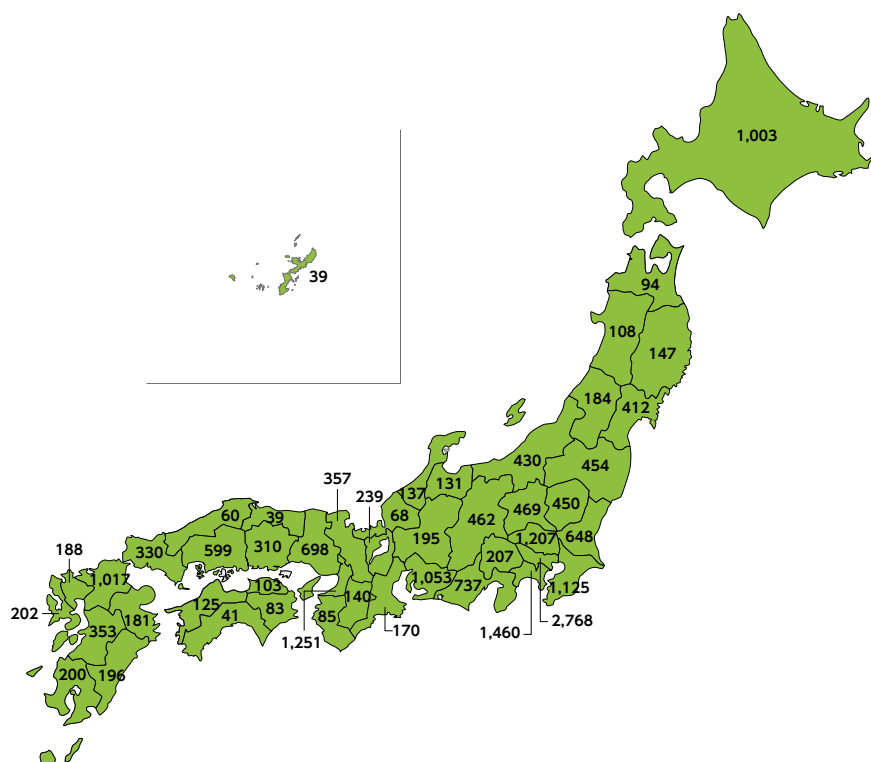
Processed food Fast food Daily food Nonfood

(¥ Billion)



《Domestic Convenience Store Operations》

■ Store Network



(As of February 29, 2020)

■ Number of Major Convenience Store Chains in Japan

(Stores)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
7-Eleven*1	17,491	18,572	19,422	20,260	20,876	20,955
Lawson	12,276	12,395	13,111	13,992	14,659	14,444
FamilyMart*2	11,328	11,656	18,125	17,232	16,430	16,611
Circle K Sunkus	6,353	6,350	-	-	-	-
Other CVS*3	4,932	5,174	4,264	3,911	4,014	3,450
Nationwide	52,380	54,147	54,922	55,395	55,979	55,460

Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Note: Number of stores at fiscal year-end

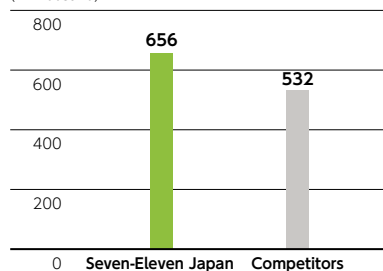
*1 Seven-Eleven Okinawa is included.

*2 The number of FamilyMart stores for FY2017 and onward includes the number of Circle K Sunkus stores following management integration.

*3 Figures until FY2016 exclude the four main companies.

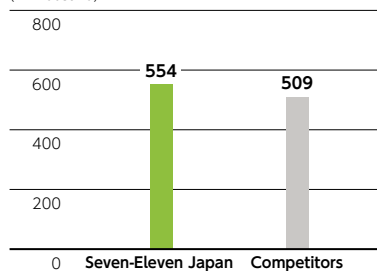
■ Average Daily Sales per Store

(¥ Thousand)



■ Average Daily Sales per Store of New Stores

(¥ Thousand)



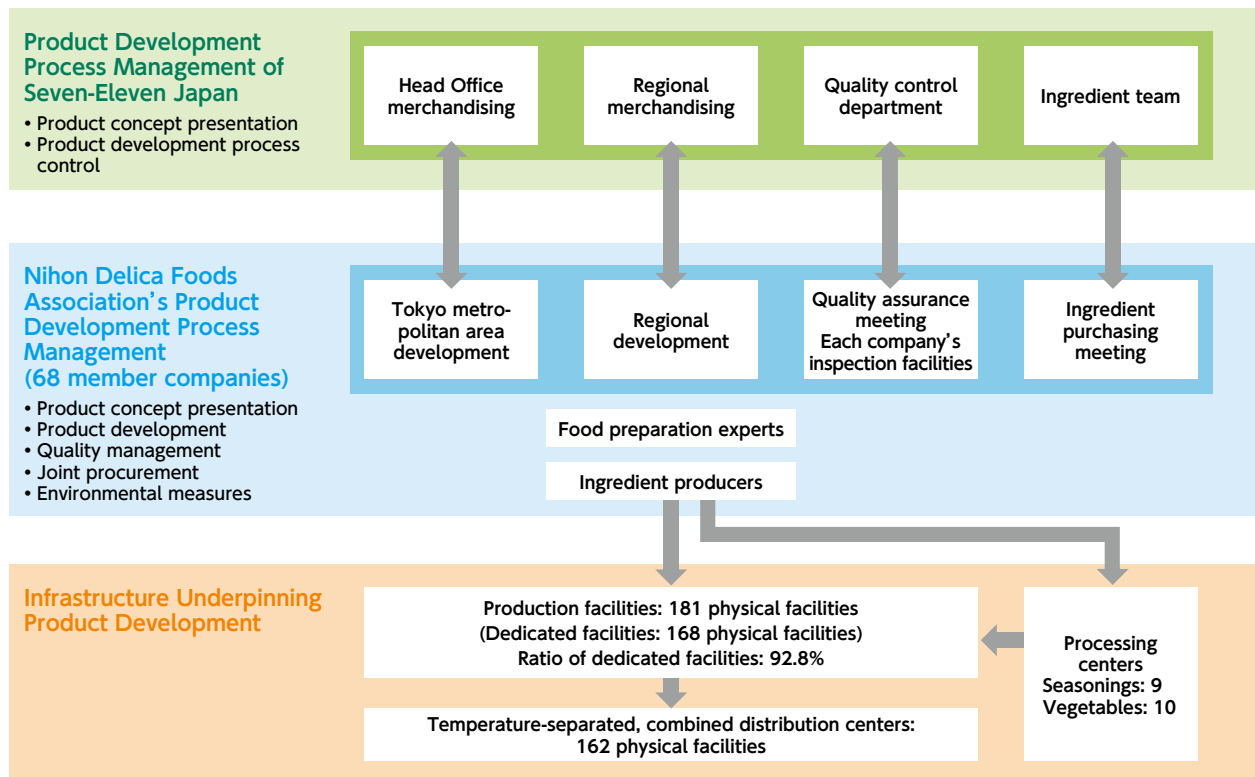
Notes: 1. FY2020

2. Competitors' information is the simple average of two major convenience store chains (FY2020).

Source: Materials disclosed by individual companies

Original Daily Food Product Development

Food Product Development System



Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 68 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles.

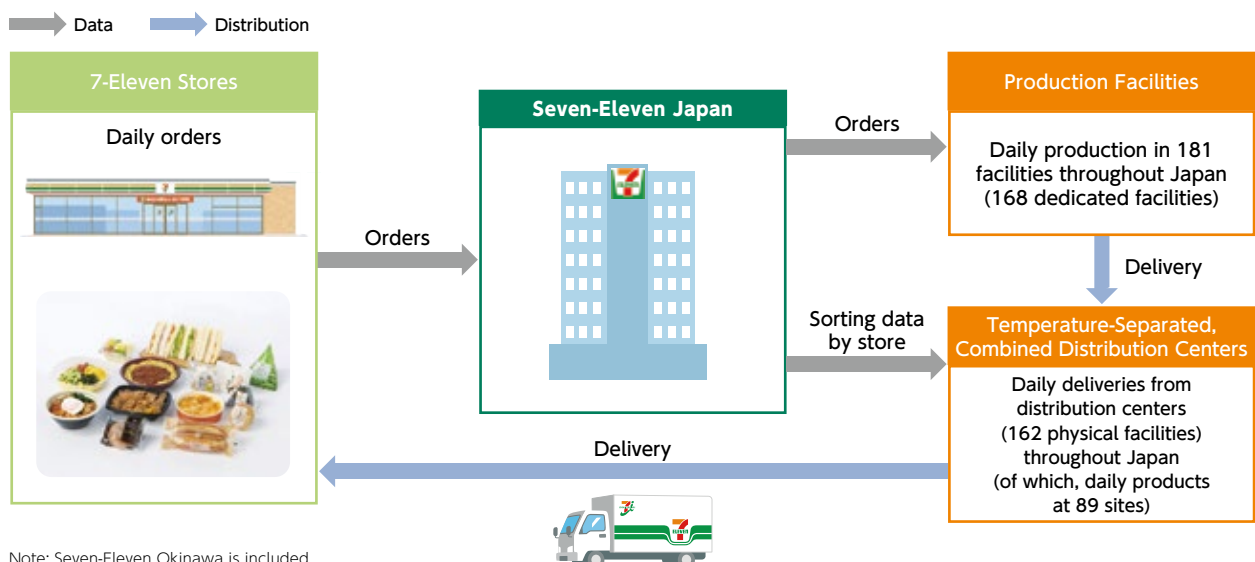
2. Production facilities: Facilities producing products for Seven-Eleven Japan
Dedicated production facilities: Facilities producing products exclusively for Seven-Eleven Japan

3. Figures for the development system, the number of dedicated production facilities, combined distribution centers, and processing centers are as of February 29, 2020.

4. Seven-Eleven Okinawa is included.

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.



Note: Seven-Eleven Okinawa is included.

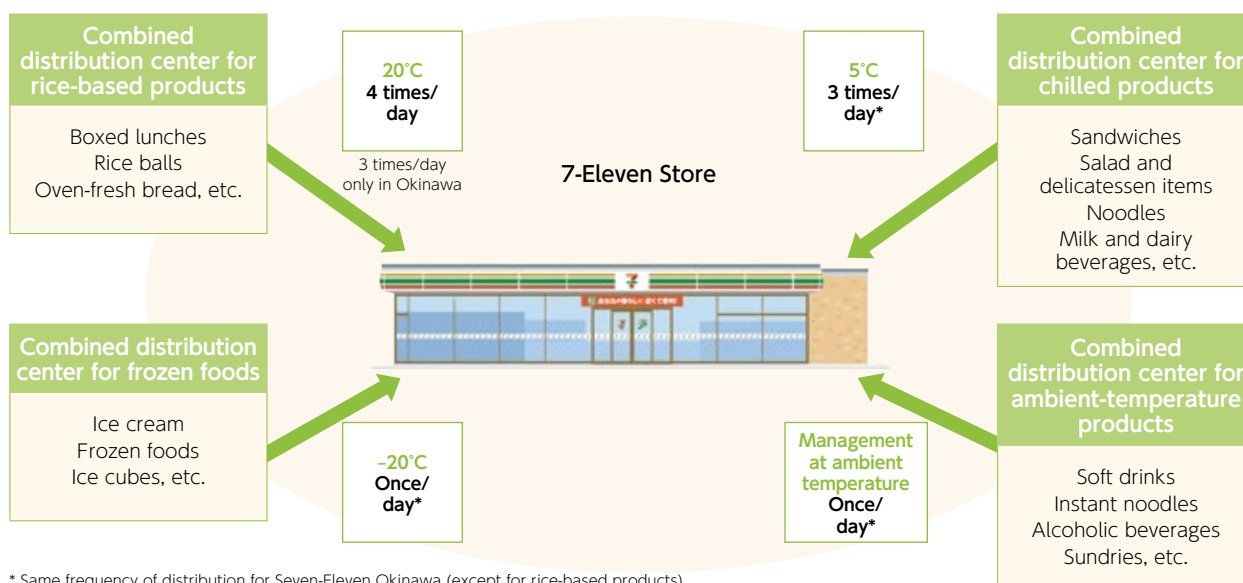
《Domestic Convenience Store Operations》

Distribution Systems

■ Combined Distribution System

Seven-Eleven Japan 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



■ Number of Distribution Centers

	Number of distribution centers*	Number of physical facilities
5°C	75	5°C 11
		20°C 14
20°C	78	Shared 64

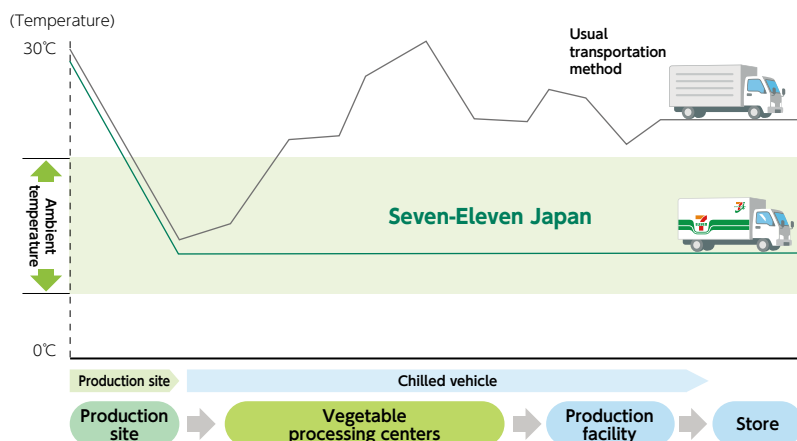
	Number of distribution centers
-20°C	23
Room temperature control	50

Notes: 1. As of February 29, 2020

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

3. Seven-Eleven Okinawa is included.

■ Cold Chain (Refrigerated Distribution Network)

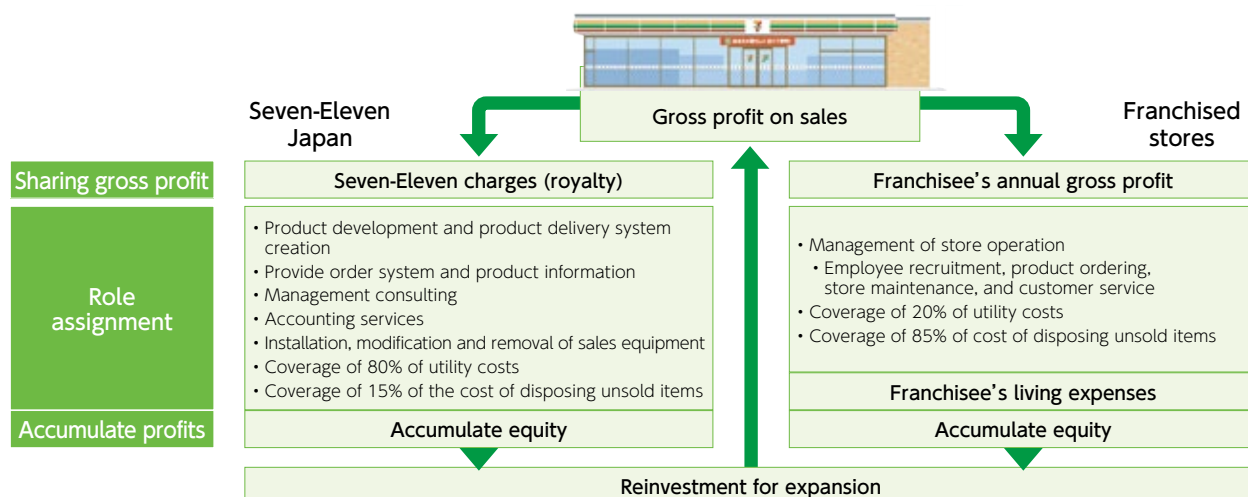


Freshness Managed from the Field to the Store

We have implemented a cold chain 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 throughout their journey in the delivery vehicle from the production site through the processing center to the production facility and on to the store.

Franchise System

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



Contract Type of Franchised Stores

	Type A (4,539 stores)	Type C (16,006 stores)
Land and buildings	Franchisee provides	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)	45% of gross profit on sales 5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered Gross profit on sales of over ¥5.5 million/month: 24-hour operations: ① 24-hour operations -2% ② Special reduction -1% ③ Monthly amount -¥35,000 Other than 24-hour operations: ① Special reduction -1% ② Monthly amount -¥15,000 Gross profit on sales of less than ¥5.5 million/month: 24-hour operations: Monthly amount -¥200,000 / Other than 24-hour operations: Monthly amount -¥70,000	
Cost of disposing unsold items	Seven-Eleven Japan 15%	Franchisee 85%
Incentive system for multi-store operation	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	24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million (Franchisee's annual gross profit)	24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores as of February 29, 2020

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

3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.

4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.

5. Franchisee's gross profit on sales 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 4,539 C-type franchised stores 16,006 Directly operated stores 371 (As of February 29, 2020)	BCP stores (A-type franchised stores)*2 591 C-type franchised stores 6,788 Directly operated stores 2,303 (As of December 31, 2019)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 175 m ²
Stores with gas stations	171 stores*4	4,469 stores
Products and services		
Number of items per store*3	Approximately 3,000 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 7Rewards
Payment methods	Cash/electronic money/credit card/debit/barcode payment, etc.	Cash/credit card/debit/barcode payment/mobile phone, etc.

*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 and number of items

*4 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with JXTG Nippon Oil & Energy Corporation.

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《Overseas Convenience Store Operations》

7-Eleven, Inc.

	FY2009	FY2010	FY2011	FY2012
Revenues from operations* ¹	-	-	1,086,522	1,247,287
Revenues from operations (U.S.\$ Thousand)	-	-	13,615,565	15,628,206
Other operating revenues from above* ²	-	-	133,997	149,593
Selling, general and administrative expenses	-	-	208,726	226,458
Selling, general and administrative expenses (U.S.\$ Thousand)	-	-	2,615,627	2,837,464
Operating income	34,427	33,328	32,737	38,175
Operating income (U.S.\$ Thousand)	367,613	379,633	410,238	478,326
Net income	17,975	18,918	22,413	22,378
Net income (U.S.\$ Thousand)	191,938	215,492	280,865	280,397
Capital expenditures	37,948	48,996	103,475	155,440
Depreciation and amortization	34,974	37,444	37,180	39,794
Total assets	511,766	472,566	510,901	726,876
Net assets	274,855	283,833	307,359	378,486
Total store sales	1,412,301	1,470,632	1,624,095	1,852,162
Processed food	-	328,528	330,041	370,882
Fast food	-	137,693	136,335	146,891
Daily food	-	58,442	58,393	62,226
Nonfood	-	359,241	351,902	374,099
Merchandise	899,624	883,905	876,672	954,100
Gasoline	512,677	586,726	747,423	898,062
Existing store sales increase (U.S. merchandise sales) (%) ^{*3}	0.6	1.5	2.8	2.9
Average daily sales per store (¥ Thousand)	399	381	349	350
Average daily sales per store (U.S.\$)	4,256	4,335	4,372	4,383
Merchandise gross profit margin (%)	35.2	35.1	34.7	35.2
Gasoline sales (Thousand gallons)	-	-	-	-
Gasoline retail gross profit (Cents/Gallon)	-	-	-	-
Exchange rate (Income statements) (¥) (U.S.\$1=)	93.65	87.79	79.80	79.81
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	92.10	81.49	77.74	86.58
Number of stores	6,389	6,610	7,149	8,118
Openings	268	303	643	1,078
Closures	75	82	104	109
Franchised stores	4,649	5,064	5,437	5,870
Directly operated stores	1,740	1,546	1,712	2,248
Stores with gas stations	2,495	2,481	2,719	3,195
Total sales floor space (m ²)	1,016,254	1,066,020	1,158,089	1,335,707
Full-time employees (fiscal year-end) ^{*4}	14,397	13,263	13,596	17,330

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

*2 From the fiscal year ended December 2011, 7-Eleven, Inc. changed its accounting method for revenues from operations related to franchise agreements from "gross amount" to "net amount." Also, the Company recognizes as revenues from operations the sales of original products at directly operated stores, etc., gasoline sales and franchise fees from franchised stores.

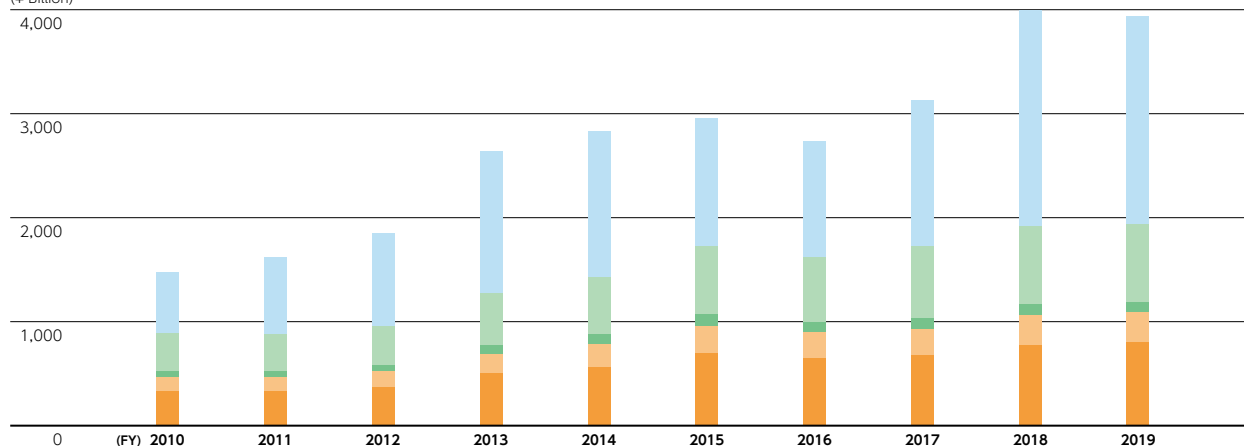
*3 Existing store sales increase is calculated in U.S. dollars.

*4 As of the end of February.

■ Sales Composition by Category

■ Processed food ■ Fast food ■ Daily food ■ Nonfood ■ Gasoline

(¥ Billion)

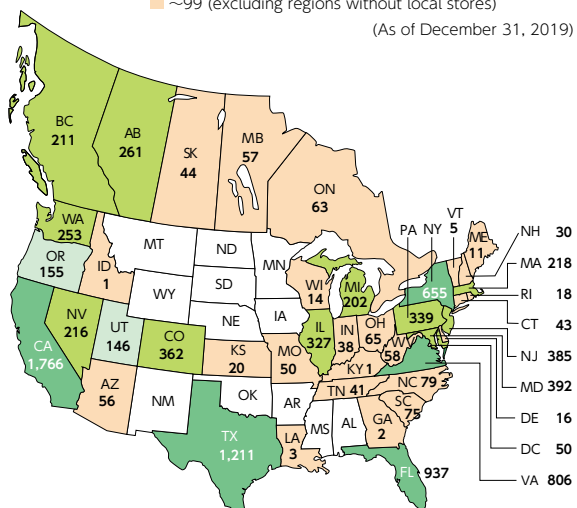


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■ Store Network

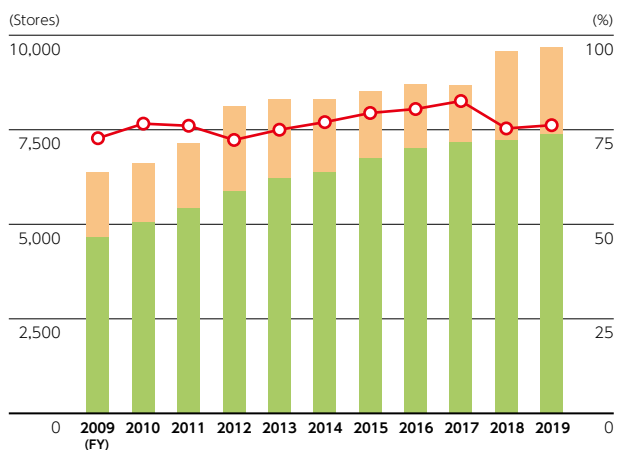
Number of stores ■ 500~ ■ 200~499 ■ 100~199
■ ~99 (excluding regions without local stores)

(As of December 31, 2019)



■ Trends in Store Type

■ Directly operated stores (left)
 ■ Franchised stores (left)
⊖ Franchise ratio (right)



《Superstore Operations》

Ito-Yokado

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	1,387,831	1,373,670	1,361,060	1,332,292
Net sales	1,364,765	1,349,345	1,334,297	1,302,923
Lifestyle* ¹	-	-	-	-
Specialty stores* ¹	-	-	-	-
Food* ¹	-	-	-	-
Apparel	240,060	255,052	240,068	230,807
Household goods* ²	220,620	189,481	173,049	160,916
Food	663,768	656,491	648,506	623,571
Merchandise sales	1,124,450	1,101,024	1,061,624	1,015,295
Tenants	222,422	233,056	252,709	271,258
Other	17,892	15,264	19,964	16,369
Selling, general and administrative expenses	361,989	353,884	350,981	342,502
Operating income	1,757	2,155	10,554	9,009
Ordinary income	4,136	5,124	13,471	15,223
Net income	6,650	6,696	(520)	1,687
Capital expenditures	45,900	37,492	18,074	30,578
Depreciation and amortization* ³	13,890	14,573	16,822	15,937
Total assets	805,242	779,389	790,851	791,020
Net assets	606,562	601,182	597,601	599,857
Existing store sales increase (decrease) (%)	(5.7)	(2.5)	(2.6)	(4.3)
Number of customers (%)	(1.7)	(1.3)	(4.6)	(5.2)
Average spending per customer (%)	(4.1)	(1.2)	2.0	1.0
Merchandise gross profit margin (%)	29.0	29.1	29.7	29.9
Number of stores	174	170	173	174
Openings	4	6	5	3
Closures	5	10	2	2
Total sales floor space (m ²)	2,661,184	2,673,225	2,704,252	2,751,439
Directly managed sales floor space (m ²)	1,723,580	1,678,730	1,665,268	1,642,954
Sales per square meter (¥ Thousand)* ⁴	644	645	636	613
Full-time employees (fiscal year-end)	9,642	9,484	9,136	8,672
Part-time employees* ⁵	30,721	30,130	29,853	29,116
Ratio of part-time employees (%)	76.7	76.8	77.0	77.4
Sales per employee (¥ Thousand)* ⁶	28,061	28,056	27,856	27,430

*1 From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

*2 From FY2018, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

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

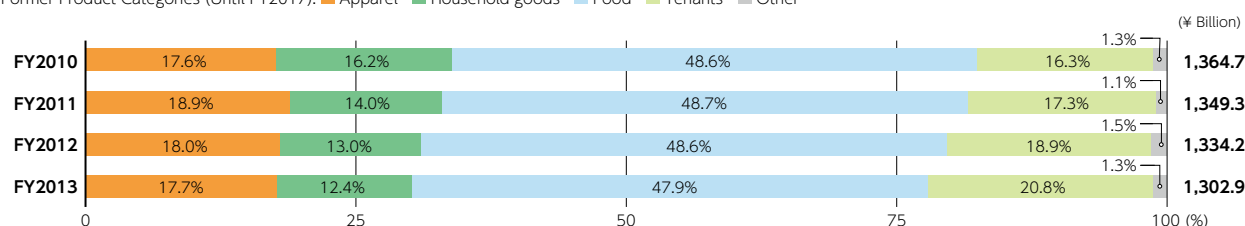
*4 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

■ Breakdown of Sales by Product Category

Product Categories (FY2018 Onward): ■ Lifestyle ■ Specialty stores ■ Food ■ Tenants ■ Other
Former Product Categories (Until FY2017): ■ Apparel ■ Household goods ■ Food ■ Tenants ■ Other



Notes: 1. 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.

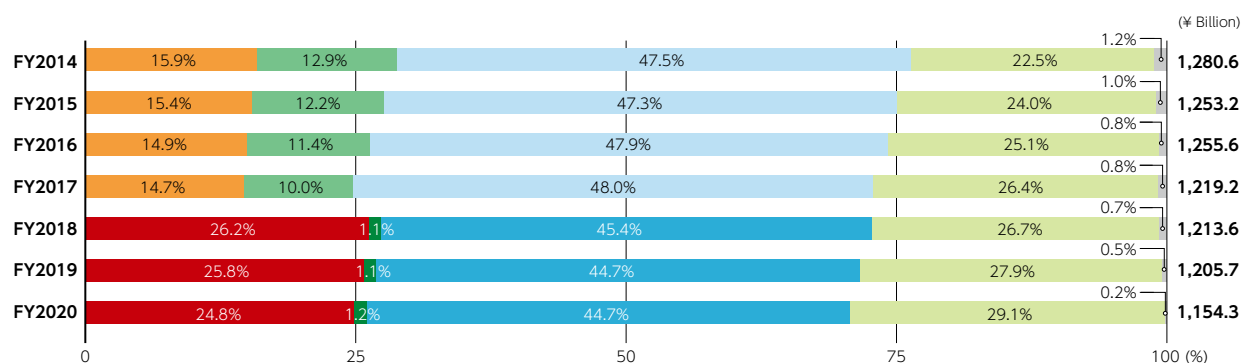
2. Seven Bi no Garden Co., Ltd. figures, since it was absorbed in FY2018, are reflected in household goods.

3. From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147
	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374
	-	-	-	-	317,460	310,796	285,985
	-	-	-	-	13,484	13,213	13,488
	-	-	-	-	550,399	538,778	516,120
	204,051	193,354	187,047	179,027	162,589	153,590	-
	165,297	153,506	142,811	122,445	165,083	162,021	-
	608,343	592,913	601,672	585,457	553,670	547,175	-
	977,692	939,774	931,531	886,930	881,343	862,788	815,594
	287,874	301,376	314,612	322,191	324,328	336,390	335,359
	15,048	12,145	9,464	10,130	7,940	6,573	3,420
	335,771	333,118	334,380	316,879	310,285	304,510	291,051
	11,236	1,859	(13,980)	52	3,077	4,708	6,522
	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615
	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674
	47,943	41,067	58,555	30,636	18,072	44,057	27,305
	10,014	11,137	13,125	13,654	12,606	12,191	13,254
	807,425	817,735	799,073	753,315	736,336	721,594	713,839
	608,444	606,327	581,223	544,808	539,608	530,367	529,737
	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)
	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)
	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7
	30.2	29.9	28.6	29.1	29.6	29.6	29.9
	179	181	182	171	164	159	157
	9	3	3	4	2	1	4
	4	1	2	15	9	6	6
	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284
	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959
	597	572	585	564	575	584	591
	8,289	8,029	7,790	7,654	7,663	7,443	7,238
	31,491	31,245	32,106	27,540	27,750	26,690	24,275
	78.6	79.3	80.0	79.9	78.0	77.9	76.7
	26,614	26,074	26,099	25,716	24,766	25,190	25,776

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《Superstore Operations》

■ Trend in Sales Breakdown by Region

(¥ Billion)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	77.7	73.7	72.0	71.7	67.2	64.6	65.5	64.6	64.8	65.5	60.3
Tohoku	67.0	60.8	57.1	55.8	45.8	51.5	50.1	47.2	48.3	45.9	45.4
Kanto	970.4	975.5	976.3	945.2	939.4	914.7	925.8	902.8	916.6	902.2	876.0
Chubu	112.0	103.3	95.1	96.0	93.9	91.7	85.5	82.9	76.9	91.0	87.3
Kinki	120.8	120.1	117.8	116.4	115.8	113.1	111.9	106.0	98.5	92.5	85.0
Chugoku	16.5	15.9	15.7	17.6	18.2	17.4	16.4	15.5	8.1	8.4	-
Total	1,364.7	1,349.3	1,334.2	1,302.9	1,280.6	1,253.2	1,255.6	1,219.2	1,213.6	1,205.7	1,154.3

■ Trend in the Number of Stores

BY REGION

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	12	12	12	12	11	11	11	11	11	10	9
Tohoku	11	10	10	10	10	10	10	10	10	10	10
Kanto	119	119	120	121	127	130	131	125	120	118	118
Chubu	19	17	17	17	17	16	16	14	14	14	13
Kinki	11	10	11	11	11	11	11	10	8	7	7
Chugoku	2	2	3	3	3	3	3	1	1	-	-
Total	174	170	173	174	179	181	182	171	164	159	157

BY TOTAL SALES FLOOR SPACE

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
16,000 m ² -	65	67	68	68	72	72	71	70	63	61	59
10,000 - 15,999 m ²	56	49	50	50	47	46	47	43	46	45	45
5,000 - 9,999 m ²	38	37	36	36	34	35	34	30	27	25	23
Under 5,000 m ²	15	17	19	20	26	28	30	28	28	28	30
Total	174	170	173	174	179	181	182	171	164	159	157

BY STORE AGE

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
30 years -	37	49	51	56	58	60	60	54	53	52	50
20 years -	43	26	26	24	22	24	27	27	28	35	39
10 years -	44	56	53	51	52	55	55	51	48	38	34
5 years -	25	21	23	20	18	16	17	14	15	22	21
1 year -	21	12	15	20	20	23	20	21	18	11	9
Under 1 year	4	6	5	3	9	3	3	4	2	1	4
Total	174	170	173	174	179	181	182	171	164	159	157

BY FORMAT

(Stores)

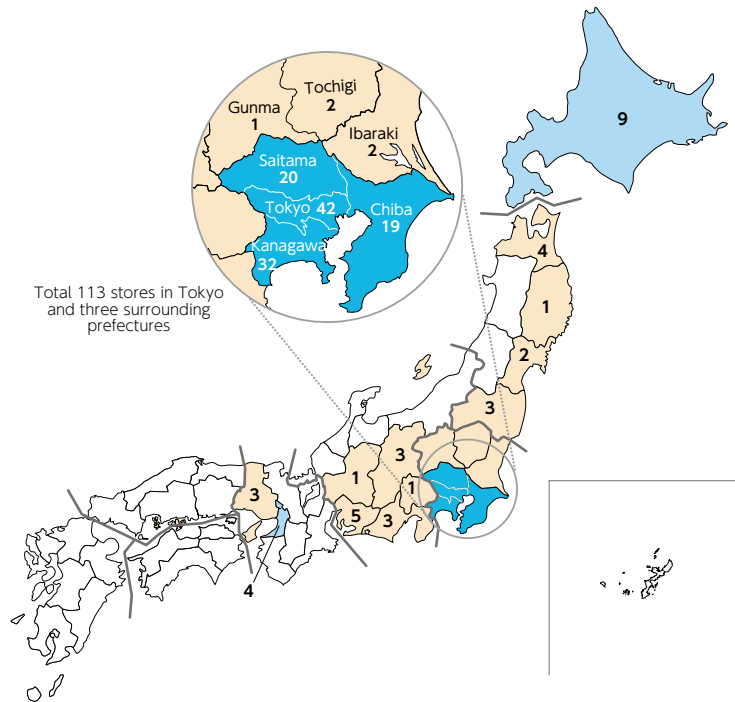
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Superstores	150	141	140	139	137	136	136	127	121	116	112
Shopping centers	7	10	12	13	16	17	17	18	19	19	19
Food specialty stores*	17	19	21	22	26	28	29	26	24	24	26
Total	174	170	173	174	179	181	182	171	164	159	157

Note: Number of stores at fiscal year-end

* Shokuhinkan and THE PRICE (discount store)

Store Network

Annual net sales (¥ Billion) ■ 100~ ■ 50~99 ■ ~49 (excluding regions without local stores)



Store Formats



Superstores (112 stores)

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



Food specialty stores (26 stores)

Shokuhinkan and *THE PRICE* are types of stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods.

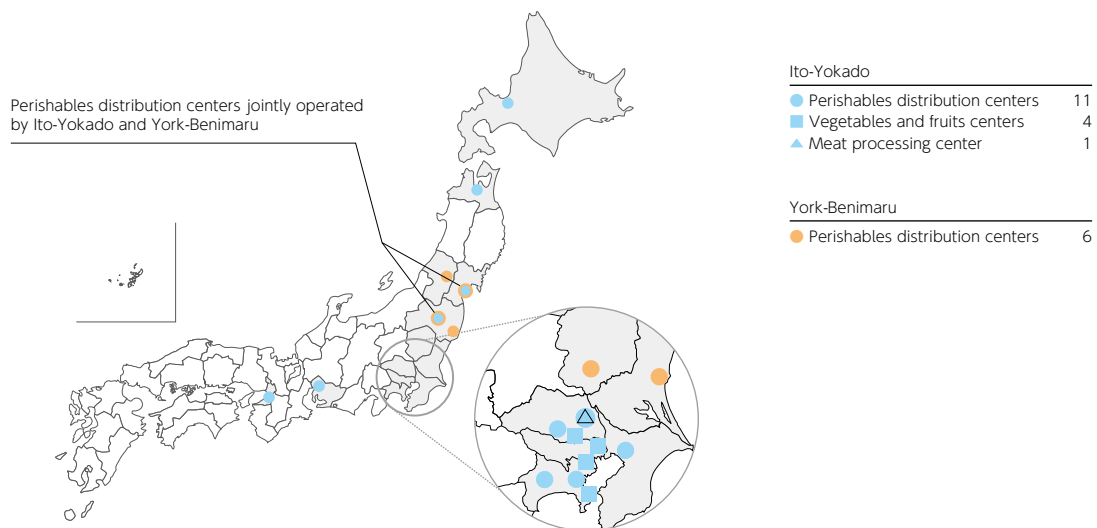


Shopping centers (19 stores)

Developed under the names *Ario*, *GRAND TREE*, and *PRIMETREE*. 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.

(As of February 29, 2020)

Number of Processing Centers and Perishables Distribution Centers



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《Superstore Operations》

York-Benimaru

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	348,735	343,379	348,600	363,862
Net sales	337,506	337,734	342,944	358,061
Fresh food	105,558	106,107	108,226	114,914
Processed food	82,862	82,861	83,542	86,219
Daily food	63,017	64,042	65,222	68,660
Food total	251,439	253,011	256,991	269,794
Apparel	17,230	16,586	17,358	17,642
Household goods	18,729	18,908	19,474	19,383
Merchandise sales	287,398	288,506	293,824	306,820
Tenants	50,107	49,227	49,120	51,240
Selling, general and administrative expenses	83,351	78,200	74,686	78,649
Operating income	9,402	8,877	14,955	11,854
Ordinary income	10,874	10,276	16,305	14,003
Net income	6,088	5,093	1,430	7,731
Capital expenditures	12,560	7,629	7,075	9,779
Depreciation and amortization*1	4,886	5,573	5,122	5,161
Total assets*2	145,258	147,454	150,789	156,212
Net assets	116,612	117,814	117,090	123,766
Existing store sales increase (decrease) (%)	(3.7)	(4.1)	1.5	0.0
Number of customers (%)	(2.1)	(4.1)	(3.3)	0.9
Average spending per customer (%)	(1.6)	0.0	4.9	(1.0)
Merchandise gross profit margin (%)	26.7	26.6	27.0	26.0
Number of stores	164	170	176	184
Openings	8	7	8	11
Closures	0	1	2	3
Total sales floor space (m ²)	547,920	560,684	573,187	590,698
Directly managed sales floor space (m ²)	409,360	421,362	433,346	450,581
Sales per square meter (¥ Thousand)*3	713	693	718	716
Full-time employees (fiscal year-end)	2,496	2,508	2,495	2,494
Part-time employees*4	10,582	10,606	10,165	10,395
Ratio of part-time employees (%)	81.1	80.6	80.1	80.3
Sales per employee (¥ Thousand)*5	22,016	21,921	23,141	23,714

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

*2 ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2019.

*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²) (excluding floor space of the stores which have been temporarily closed)

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

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

Life Foods

Life Foods is a wholly owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen products, sushi, bakery items, fast food and other takeout foods. As of February 29, 2020, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

	FY2010	FY2011	FY2012	FY2013
Net sales	36,484	36,396	36,974	38,509
Selling, general and administrative expenses	14,643	15,076	14,710	14,823
Operating income	2,251	2,651	3,450	3,704
Ordinary income	2,466	2,857	3,659	3,763
Net income	1,447	1,634	2,187	2,193
Total assets	25,409	26,788	26,645	27,688
Net assets	20,842	21,250	21,053	21,493

York-Benimaru (including results from Life Foods)

	FY2010	FY2011	FY2012	FY2013
Operating income	11,654	11,528	18,407	15,558

Note: The above results are management figures.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	380,869	396,930	412,977	426,172	437,197	445,297	446,843
	374,781	390,492	406,223	418,729	429,064	437,201	438,637
	123,054	132,110	139,489	145,105	149,910	153,597	154,442
	89,761	92,181	95,761	98,819	101,977	104,950	106,140
	71,510	73,843	77,433	81,101	84,097	86,551	87,235
	284,326	298,136	312,683	325,026	335,985	345,100	347,818
	17,597	16,614	15,887	14,967	13,531	12,761	11,747
	20,339	20,694	20,398	20,296	19,993	19,270	19,005
	322,263	335,445	348,970	360,290	369,510	377,132	378,571
	52,518	55,047	57,253	58,439	59,553	60,069	60,066
	80,969	84,796	88,784	92,185	94,713	98,337	99,932
	12,714	12,820	13,324	14,054	14,070	12,801	13,100
	14,467	14,018	14,529	15,344	15,301	13,973	14,308
	9,306	7,792	8,969	8,982	9,350	7,672	6,712
	10,700	14,120	10,642	12,330	13,452	10,328	13,148
	3,167	3,569	3,931	4,519	5,148	5,675	5,883
	168,013	182,267	184,894	177,983	184,302	183,481	190,090
	131,800	140,118	141,435	136,514	140,016	140,769	141,422
	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)
	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)
	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1
	25.6	25.6	25.7	25.8	25.7	25.8	26.1
	193	200	205	213	220	225	232
	11	8	6	9	11	7	8
	2	1	1	1	4	2	1
	606,812	628,639	640,667	656,950	675,128	682,795	697,646
	469,142	485,123	494,201	505,269	519,177	525,508	534,926
	721	721	727	733	735	727	721
	2,538	2,614	2,660	2,685	2,697	2,747	2,766
	10,729	10,984	11,168	11,353	11,903	11,953	11,811
	80.6	80.6	80.5	80.6	81.2	81.0	80.8
	24,232	24,607	25,156	25,581	25,208	25,566	25,888

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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	39,894	42,487	44,603	45,913	46,739	47,285	47,320
	15,438	16,383	17,388	17,965	18,673	19,217	19,344
	3,823	4,204	4,422	4,704	4,028	3,923	3,786
	3,870	4,253	4,468	4,739	4,054	3,977	3,834
	2,407	2,526	2,801	3,237	2,657	2,596	2,528
	27,928	30,309	32,188	34,504	36,211	37,538	39,656
	22,523	24,265	26,293	28,628	30,396	32,209	33,990

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	16,539	17,025	17,747	18,760	18,098	16,724	16,887

《Superstore Operations》

York Mart

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	109,298	111,363	119,335	122,672	
Net sales	108,690	110,510	118,422	121,640	
Selling, general and administrative expenses	28,728	29,647	31,490	33,653	
Operating income	3,117	3,070	3,925	2,007	
Ordinary income	3,193	3,140	4,012	2,075	
Net income	1,412	1,656	2,111	1,032	
Capital expenditures	3,846	2,662	3,899	5,216	
Depreciation and amortization*1	1,225	1,356	1,647	1,954	
Total assets	35,320	37,124	39,272	41,410	
Net assets	24,941	25,702	26,926	26,249	
Existing store sales increase (decrease) (%)	(2.7)	(3.5)	0.3	(4.9)	
Merchandise gross profit margin (%)	29.1	29.1	29.5	28.8	
Number of stores	62	65	68	71	
Openings	3	4	5	5	
Closures	1	1	2	2	
Total sales floor space (m ²)	102,856	106,321	111,212	116,042	
Sales per square meter (¥ Thousand)*2	1,087	1,117	1,127	1,108	
Full-time employees (fiscal year-end)	1,262	1,278	1,269	1,325	
Part-time employees*3	3,036	3,141	3,702	4,018	
Sales per employee (¥ Thousand)*4	23,369	23,472	23,456	22,007	

*1 From FY2014, York Mart 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 (m²)

*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 Formats



York-Benimaru (232 stores)

York-Benimaru supermarkets are focused mainly on food and it is operated in the southern Tohoku and northern Kanto regions. York-Benimaru teams up with subsidiary Life Foods to ensure differentiation in fresh foods and delicatessen items, and to strengthen the product line up in response to local needs.



York Mart (78 stores)

York Mart supermarkets are mainly involved with food and it is operated centered on the southern Kanto region. York Mart not only provides ingredients such as fresh vegetables, meat and fish, but also delicatessen items and frozen food that can be prepared and eaten easily to match customers' needs, and is focused on enhancing its semiprocessed products.



THE GARDEN JIYUGAOKA (21 stores)

THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in Tokyo, Kanagawa, Saitama and Chiba Prefectures. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

(As of February 29, 2020)

Life Foods Life Foods is an integrated delicatessen company providing comprehensive services from product planning through to production and sales.

Working under a concept of providing a rich dining lifestyle using delicious items good for the body, Life Foods manufactures and sells takeout delicatessen products such as delicatessen items, sushi, baked goods, and fast food items mainly to York-Benimaru stores. The company operates four production facilities and is conducting independent merchandising with an integrated production and sales business model. Some products are provided to Group companies, such as Ito-Yokado and York Mart.



	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	129,306	133,138	141,242	142,864	144,829	146,142	144,102
	128,214	132,067	140,145	141,649	143,610	144,975	142,936
	34,740	36,095	38,313	38,801	39,936	40,549	41,163
	2,891	2,445	2,511	2,211	1,551	1,603	684
	2,945	2,525	2,540	2,231	1,532	1,622	671
	1,701	1,247	1,611	963	251	(746)	(1,036)
	2,951	4,801	5,234	2,677	3,286	2,414	3,069
	1,219	1,332	1,717	1,938	2,006	1,995	2,062
	41,991	45,555	48,494	47,321	47,660	47,009	47,133
	27,412	27,662	28,705	27,871	27,654	26,813	25,757
	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)
	28.9	28.8	28.8	28.6	28.6	29.0	29.2
	74	76	76	78	78	79	78
	3	2	4	2	1	2	2
	0	0	4	0	1	1	3
	121,115	124,223	126,639	129,000	128,194	126,782	126,621
	1,118	1,130	1,158	1,149	1,154	1,145	1,128
	1,191	1,227	1,245	1,255	1,307	1,316	1,316
	4,206	4,367	4,715	4,524	4,494	4,475	4,582
	21,949	22,367	22,723	23,024	23,203	23,472	23,193

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Group Strategy

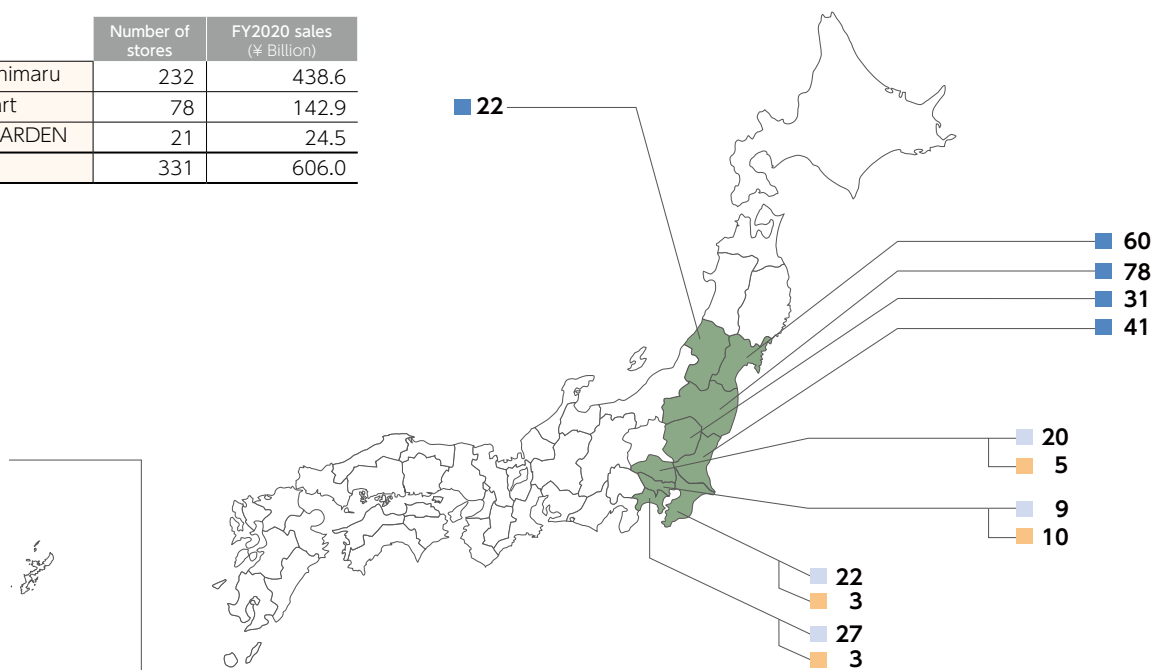
Major Group Companies' Data

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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 prefectures of Tokyo, Chiba, Kanagawa, and Saitama.

	Number of stores	FY2020 sales (¥ Billion)
■ York-Benimaru	232	438.6
■ York Mart	78	142.9
■ SHELL GARDEN	21	24.5
Total	331	606.0



(As of February 29, 2020)

《Department Store Operations》

Sogo & Seibu

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	859,265	846,796	830,340	810,998
Net sales	847,044	834,723	817,927	798,427
Apparel	401,850	384,419	361,550	349,846
Household goods	81,576	80,679	79,476	78,127
Food	165,458	170,098	170,707	162,023
Merchandise sales	648,885	635,198	611,735	589,997
Tenants	155,673	159,243	164,297	168,201
Corporate sales	42,485	40,281	41,895	40,228
Selling, general and administrative expenses	200,386	192,039	180,772	175,804
Operating income	5,613	7,385	11,159	10,040
Ordinary income	3,149	5,623	9,890	9,160
Net income	(4,313)	5,831	9,964	(3,650)
Capital expenditures	15,481	25,240	13,374	15,465
Depreciation and amortization	15,741	12,779	12,181	12,608
Total assets	535,870	503,285	475,849	455,269
Net assets	116,540	120,221	129,320	124,561
Existing store sales increase (decrease) (%)	(8.4)	0.0	(0.5)	0.9
Merchandise gross profit margin (%)	25.8	25.4	25.1	24.9
Major store sales				
SEIBU Ikebukuro	160,562	167,268	176,475	179,181
Sogo Yokohama	101,788	101,710	100,996	105,213
Sogo Chiba	76,771	77,967	78,632	78,780
Sogo Hiroshima	43,082	41,973	41,446	41,291
SEIBU Shibuya	43,583	42,325	39,802	39,298
Sogo Omiya	33,067	32,928	32,418	32,399
Number of stores	28	27	26	24
Store openings and mergers	2	0	0	0
Store closures and transferred stores	2	1	1	2
Total sales floor space (m ²)	939,911	924,980	894,481	863,832
Sales per square meter (¥ Thousand)*1	888	890	886	894
Full-time employees (fiscal year-end)	5,416	5,228	4,975	4,508
Part-time employees*2	5,587	5,404	5,179	4,925
Ratio of part-time employees (%)	50.1	50.2	50.2	50.6

Notes: 1. Millennium Retailing, Inc., Sogo Co., Ltd., and THE SEIBU DEPARTMENT STORES, LTD. were merged on August 1, 2009, and Sogo, as the surviving company, changed its name to Sogo & Seibu Co., Ltd. Robinson Department Stores (2 stores) merged into Sogo & Seibu in September 2009.

2. The financial and operating figures for FY2010 have been calculated as if the former three companies had merged at the beginning of the fiscal year.

*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 two categories according to their characteristics as “Major stores” or “Regional and suburban stores.”

	FY2020 sales (¥ Million)	Stores
Major stores	478,634	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional and suburban stores	110,776	SEIBU Tokorozawa S.C., SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, Sogo Tokushima, SEIBU Higashi-Totsuka S.C., Sogo Kawaguchi, SEIBU Otsu and Sogo Seishin



SEIBU Ikebukuro

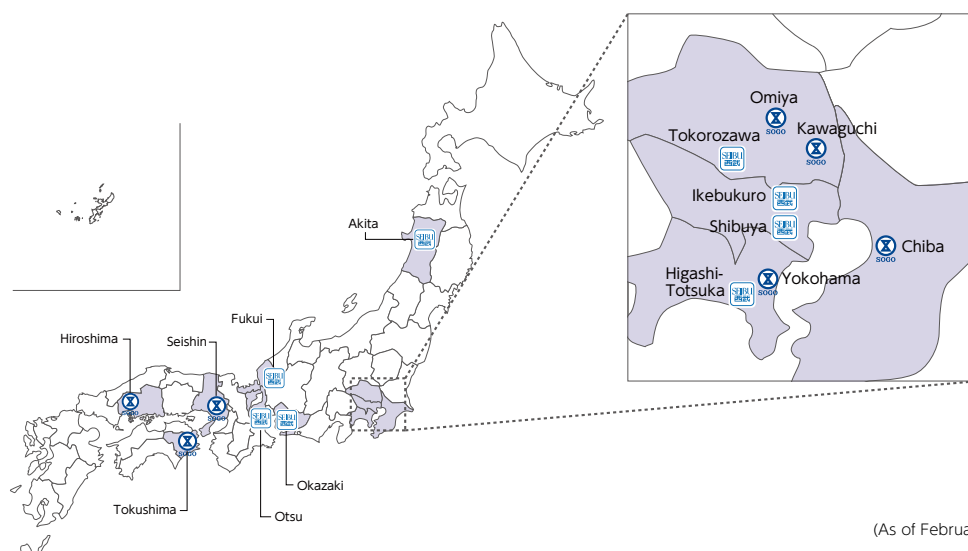
(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	801,535	802,996	803,443	760,692	685,888	615,256	600,148
	789,203	790,244	790,708	747,951	674,368	604,362	589,410
	335,252	328,008	317,260	291,470	260,919	229,563	214,255
	81,536	80,217	81,115	75,770	67,873	59,110	58,679
	157,832	161,491	163,059	157,168	142,863	125,068	123,649
	574,621	569,717	561,435	524,410	471,656	413,743	396,584
	174,418	180,085	188,554	183,696	167,519	157,714	161,037
	40,163	40,440	40,718	39,844	35,192	32,904	31,788
	171,607	170,700	170,514	161,306	144,772	131,568	129,318
	10,141	10,226	7,411	4,341	5,081	3,266	172
	9,265	9,216	6,070	2,593	3,254	1,751	(858)
	1,814	3,992	(4,034)	(28,426)	(29,973)	336	(7,526)
	12,156	12,762	12,650	11,773	12,474	16,503	11,039
	11,793	11,996	11,751	10,616	8,889	8,109	8,534
	447,577	446,368	436,878	424,143	369,310	353,887	333,700
	126,400	131,361	124,905	93,827	68,771	69,216	61,233
	1.2	0.1	0.0	(2.7)	0.5	(1.0)	(2.5)
	24.8	24.6	24.3	23.9	24.0	24.3	23.9
	184,453	187,330	190,018	186,597	185,149	184,091	182,369
	109,889	112,986	114,200	109,690	110,603	110,568	108,933
	78,924	76,908	76,053	73,381	74,439	75,522	74,003
	42,967	43,049	43,115	41,438	40,909	39,663	38,801
	39,490	40,211	42,376	41,779	43,671	43,550	43,231
	34,251	34,572	33,654	33,058	33,120	32,983	31,293
	24	24	23	19	15	15	15
	0	0	0	0	0	0	0
	0	0	1	4	4	0	0
	868,762	870,584	871,437	770,189	617,618	571,738	571,738
	909	909	907	930	1,013	1,057	1,030
	4,102	3,883	3,671	3,269	2,852	2,781	2,679
	5,109	5,395	5,652	5,317	4,580	3,827	3,665
	54.3	57.4	59.5	60.0	59.8	57.4	57.0

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《Financial Services》

Seven Bank

	FY2010	FY2011	FY2012	FY2013
Ordinary income	88,830	83,964	88,318	94,105
Ordinary profits	30,407	27,449	29,557	32,013
Net income	17,953	16,008	17,267	19,515
Total assets	502,782	600,061	652,956	809,465
Net assets	109,939	114,539	125,629	137,091
Ordinary deposits (fiscal year-end)	144,997	171,873	196,290	238,770
Time deposits (fiscal year-end)	63,381	140,604	134,949	154,910
Individual deposit accounts (Thousand)	775	885	971	1,066
Number of installed ATMs (fiscal year-end)	14,601	15,363	16,632	18,123
7-Eleven	13,584	14,188	15,129	16,414
Ito-Yokado	295	294	300	305
York-Benimaru	30	40	60	69
York Mart	31	36	42	48
Other ATMs in the Group	45	65	74	78
Outside the Group	616	740	1,027	1,209
Correspondent financial institutions	555	567	577	584
ATM-related fee income per transaction (¥)	147.9	135.3	131.3	130.3
Daily average transactions per ATM	114.4	112.3	112.6	111.1
Total number of transactions (Million)	590	609	655	698
With banking financial institutions (Million)	509	545	597	638
With non-banking institutions (Million)	80	64	57	59
International money transfer service				
Number of contract accounts (Thousand)	-	-	10	35
Cumulative number of transfers (Thousand)	-	-	32	189
Consumer loan service				
Number of contract accounts (Thousand)	2	9	17	23
Balance of loans	126	536	1,916	3,387
Gross profit margin (%)	51.1	44.8	42.7	52.0
Full-time employees (fiscal year-end)	329	328	409	453

Note: The number of full-time employees at the fiscal year-end includes employees on fixed-term contracts for FY2012 and subsequent years.

Seven Card Service

	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)*1	767.8	882.9	1,000.4	1,280.9
Number of cards issued (10 Thousand)				
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	297	311	322	337
nanaco (electronic money)*3	980	1,285	1,636	2,145
IY Point Card	687	712	701	665
Full-time employees (fiscal year-end)	99	106	114	125

*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

	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	-	-	619.8	678.4
Number of cards issued (10 Thousand)				
CLUB ON/Millennium CARD SAISON*	-	-	312	321
Full-time employees (fiscal year-end)	-	-	455	468

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

* The number indicates active members.

(Fiscal year-end March, ¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	99,832	105,648	110,465	113,109	116,650	119,567	120,275
	37,142	38,258	39,002	38,911	42,262	43,059	45,013
	22,325	24,457	26,107	26,871	29,106	14,572	27,675
	785,380	850,369	910,801	955,644	1,023,201	1,145,511	1,091,287
	151,142	166,814	183,174	199,602	217,036	219,667	229,866
	227,728	253,040	292,142	336,023	393,753	294,235	324,531
	209,703	248,327	254,760	151,632	141,287	140,416	134,093
	1,214	1,405	1,562	1,690	1,827	2,001	2,179
	19,514	21,056	22,472	23,368	24,392	25,152	25,215
	17,616	18,782	19,816	20,615	21,510	22,148	22,165
	312	315	320	305	294	288	284
	71	86	118	154	167	188	231
	59	67	70	74	76	76	75
	84	85	91	90	84	77	76
	1,372	1,721	2,057	2,130	2,261	2,375	2,384
	589	594	595	601	600	615	612
	131.2	136.2	133.6	133.1	132.9	132.9	130.9
	107.8	100.9	98.8	95.5	94.1	92.3	92.1
	736	743	782	796	815	829	849
	673	679	712	724	739	749	727
	62	64	70	71	75	76	121
	62	100	147	186	222	259	296
	391	633	816	979	1,079	1,144	1,214
	34	55	73	86	95	97	101
	5,257	10,406	16,208	19,829	22,715	22,688	23,283
	52.2	62.6	80.6	64.9	72.7	73.5	63.7
	458	445	456	472	468	460	487

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1	3,153.9
	350	359	351	347	348	355	362
	2,839	3,717	4,543	5,350	5,983	6,518	6,905
	635	625	618	615	613	612	609
	163	186	225	214	221	334	345

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	694.6	717.3	719.3	713.5	708.6	707.2	713.4
	328	320	322	323	317	316	310
	477	478	506	459	367	366	338

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《Specialty Store Operations》

Akachan Honpo

	FY2010	FY2011	FY2012	FY2013	
Net sales	79,106	78,346	78,744	82,907	
Selling, general and administrative expenses	22,511	22,478	22,324	23,041	
Operating income	(480)	526	1,474	1,920	
Ordinary income	(678)	367	1,334	1,810	
Net income	(848)	(145)	(200)	(1,394)	
Capital expenditures	1,397	1,714	1,783	1,720	
Depreciation and amortization*1	1,365	1,268	1,365	1,496	
Total assets	30,333	29,771	30,649	28,946	
Net assets	2,204	2,061	1,852	1,861	
Existing store sales increase (decrease) (%)	(7.7)	(6.5)	(3.1)	2.9	
Merchandise gross profit margin (%)	27.8	29.4	30.2	30.1	
Number of stores	78	85	87	92	
Openings	10	13	11	9	
Closures	4	6	9	4	
Total sales floor space (m ²)	145,997	149,997	147,501	150,674	
Sales per square meter (¥ Thousand)*2	556	530	535	550	
Full-time employees (fiscal year-end)	925	907	852	839	
Part-time employees*3	1,726	1,788	1,782	1,739	
Sales per employee (¥ Thousand)*4	30,612	29,354	29,873	31,875	
Memberships (Thousand)	1,586	1,584	1,721	1,755	

*1 From FY2014, Akachan Honpo 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

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	86,400	80,167	77,940	78,238	
Net sales	85,885	79,609	77,400	77,706	
Selling, general and administrative expenses	59,761	53,656	51,711	51,349	
Operating income	(2,714)	(89)	22	868	
Ordinary income	(2,464)	112	203	1,043	
Net income	(5,564)	(2,009)	(879)	(439)	
Capital expenditures	743	527	756	1,407	
Depreciation and amortization*1	1,001	634	560	585	
Total assets	47,181	43,948	44,777	44,144	
Net assets	38,997	36,831	35,966	34,998	
Existing store sales increase (decrease) (Denny's) (%)	(7.2)	0.5	(1.0)	1.2	
Number of customers (%)	(2.1)	0.7	(2.6)	(0.2)	
Average spending per customer (%)	(5.2)	(0.2)	1.6	1.4	
Merchandise gross profit margin (Denny's) (%)	67.3	68.3	68.3	68.9	
Number of stores	892	846	858	844	
Denny's	434	393	391	387	
Others	458	453	467	457	
Full-time employees (fiscal year-end)	1,584	1,351	1,290	1,254	
Part-time employees*2	11,073	10,424	10,432	10,130	
Ratio of part-time employees (%)	87.1	87.2	88.8	88.8	

*1 From FY2014, Seven & i Food Systems 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.

(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	85,141	92,899	102,716	102,765	104,687	102,639	96,744
	23,401	24,755	27,128	26,588	27,638	27,936	27,433
	2,365	2,866	3,315	2,909	3,381	3,503	2,906
	2,278	2,856	3,339	2,919	3,400	3,547	2,920
	1,759	2,178	3,336	1,621	2,541	2,103	1,873
	1,598	1,724	1,371	1,142	1,342	2,798	3,592
	1,100	1,216	1,187	1,186	1,063	949	884
	28,554	29,720	32,401	31,065	31,916	33,464	34,440
	3,582	5,761	9,095	10,716	13,258	15,362	17,236
	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)
	30.3	29.7	29.6	28.7	29.6	30.6	31.4
	93	99	103	106	110	110	117
	8	7	8	8	8	6	10
	7	1	4	5	4	6	3
	151,292	159,537	162,013	164,327	168,201	168,932	173,573
	562	582	631	626	622	608	557
	877	895	929	917	885	909	919
	1,745	1,745	1,889	1,958	1,919	2,054	1,908
	32,092	35,098	36,469	35,626	35,916	35,552	34,232
	1,794	1,855	1,972	2,067	2,121	2,172	2,148

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(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	78,484	80,932	83,839	82,562	80,350	78,206	74,323
	78,112	80,685	83,680	82,394	80,188	78,047	73,868
	51,669	52,844	52,636	52,001	49,692	47,925	46,252
	829	163	1,021	515	842	1,291	420
	990	302	1,121	595	907	1,351	478
	275	(449)	457	(1,688)	(523)	83	(1,301)
	2,277	3,518	1,853	3,348	2,076	2,432	2,486
	422	701	823	866	957	1,004	1,011
	44,511	46,700	43,979	40,901	36,638	35,751	35,034
	34,799	33,835	33,471	27,171	26,666	26,415	24,540
	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)
	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)
	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6
	69.4	68.8	68.2	68.4	68.0	68.2	68.1
	844	840	851	815	749	716	679
	386	392	389	386	377	371	372
	458	448	462	429	372	345	307
	1,290	1,368	1,416	1,387	1,350	1,307	1,257
	9,972	10,013	9,453	8,938	8,137	7,390	6,849
	88.4	87.9	86.9	86.2	85.3	84.6	83.9

《Specialty Store Operations》

THE LOFT

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	80,179	84,415	87,001	87,326	
Net sales	78,749	83,099	85,836	86,179	
Selling, general and administrative expenses	29,842	31,259	32,316	33,334	
Operating income	2,953	3,104	3,294	2,262	
Ordinary income	2,887	3,046	3,230	2,202	
Net income	1,472	1,826	1,510	728	
Capital expenditures	1,317	2,275	1,528	2,239	
Depreciation and amortization* ¹	700	867	1,125	1,290	
Total assets	21,475	22,457	23,542	24,234	
Net assets	8,366	9,818	10,954	11,308	
Existing store sales increase (decrease) (%)	(1.1)	2.0	(2.0)	(4.4)	
Merchandise gross profit margin (%)	40.2	39.8	40.1	40.4	
Number of stores	55	63	73	82	
Openings	5	10	12	9	
Closures	1	2	2	0	
Total sales floor space (m ²)	92,102	100,774	107,967	114,926	
Sales per square meter (¥ Thousand)* ²	837	841	806	769	
Full-time employees (fiscal year-end)	2,109	2,280	2,169	2,133	
Part-time employees* ³	1,122	1,078	1,356	1,610	
Sales per employee (¥ Thousand)* ⁴	25,305	25,320	25,113	24,310	

*1 From FY2014, THE LOFT 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)

■ Trend in the Number of Stores (Fiscal Year-End)

Akachan Honpo

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	4	4	4	4	4	4	3	3	3	3	3
Tohoku	4	4	3	3	4	4	4	4	4	4	4
Kanto	40	45	43	47	45	45	48	47	46	45	46
Chubu	9	9	11	13	14	16	17	17	18	18	20
Kinki	14	16	18	16	17	20	21	21	21	22	23
Chugoku	3	3	4	5	5	6	6	7	8	7	8
Shikoku	1	1	1	1	1	1	2	2	2	2	2
Kyushu, Okinawa	3	3	3	3	3	3	2	5	8	9	11
Total	78	85	87	92	93	99	103	106	110	110	117

Denny's

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Tohoku	13	13	12	11	12	12	11	12	12	12	12
Kanto	308	283	284	283	281	289	286	281	276	272	272
Chubu	89	76	75	75	75	75	75	75	73	72	73
Kinki	24	21	20	18	18	16	17	18	16	15	15
Total	434	393	391	387	386	392	389	386	377	371	372

Loft

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	1	2	2	2	2	2	2	1	1	1	1
Tohoku	2	3	3	4	5	5	5	5	5	5	6
Kanto	24	28	37	44	50	51	54	58	58	59	63
Chubu	7	7	9	10	10	10	13	13	13	14	16
Kinki	12	13	13	13	13	15	16	16	17	18	19
Chugoku	5	5	5	5	5	5	6	8	8	8	8
Shikoku	1	2	2	2	2	3	3	3	3	4	4
Kyushu	3	3	2	2	2	3	3	5	5	6	7
Total	55	63	73	82	89	94	102	109	110	115	124

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	85,136	88,304	95,645	100,264	103,668	103,427	106,408
	84,459	87,647	94,930	99,560	102,956	102,592	105,384
	33,058	33,920	36,572	38,225	38,304	38,055	39,380
	1,138	1,409	1,603	1,464	2,159	2,698	2,831
	1,080	1,374	1,579	1,381	2,072	2,650	2,769
	(244)	701	572	138	908	1,388	1,484
	1,357	852	2,084	1,836	1,804	1,243	1,797
	1,153	1,014	1,048	1,099	1,133	1,121	1,242
	23,846	25,383	27,563	29,551	31,614	31,455	33,931
	10,965	11,667	12,022	12,055	12,878	13,987	14,872
	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5
	40.1	40.0	39.9	39.6	39.0	39.3	39.4
	89	94	102	109	110	115	124
	10	6	10	8	8	8	11
	3	1	2	1	7	3	2
	116,235	120,962	128,040	135,286	134,083	135,083	138,368
	732	730	755	738	748	757	771
	2,034	2,028	2,195	2,267	2,350	2,280	2,262
	1,742	1,971	2,112	2,140	2,066	2,188	2,343
	23,585	23,740	23,852	24,668	26,352	26,991	27,968

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Nissen Holdings

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Revenues from operations	208,370	157,289	139,226	102,202	45,569	37,955
Net sales	76,949	55,266	42,743	32,561	19,673	18,107
Selling, general and administrative expenses	83,598	63,482	57,840	37,924	19,866	18,291
Operating income	(6,628)	(8,159)	(15,097)	(5,363)	(193)	(184)

Notes: 1. Nissen Holdings was converted into a Seven & i Holdings consolidated subsidiary in January 2014.

2. Nissen Holdings was converted into a Seven & i Holdings wholly owned subsidiary in November 2016.

3. A 14-month settlement occurred in FY2017 due to shifting the fiscal year-end from December 20 to February 28.



Akachan Honpo



Denny's



Loft



Nissen

Corporate Data

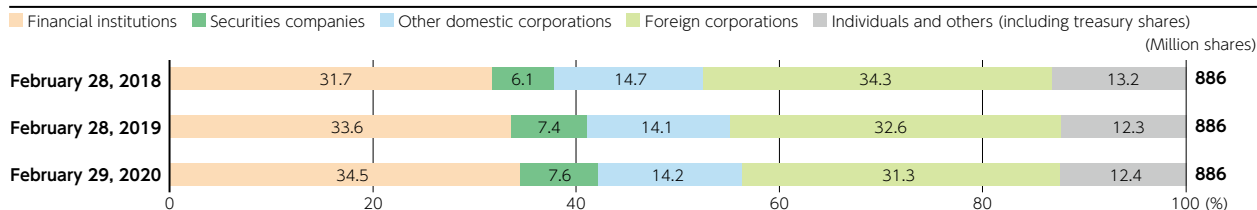
《Stock Information》

Major Shareholders

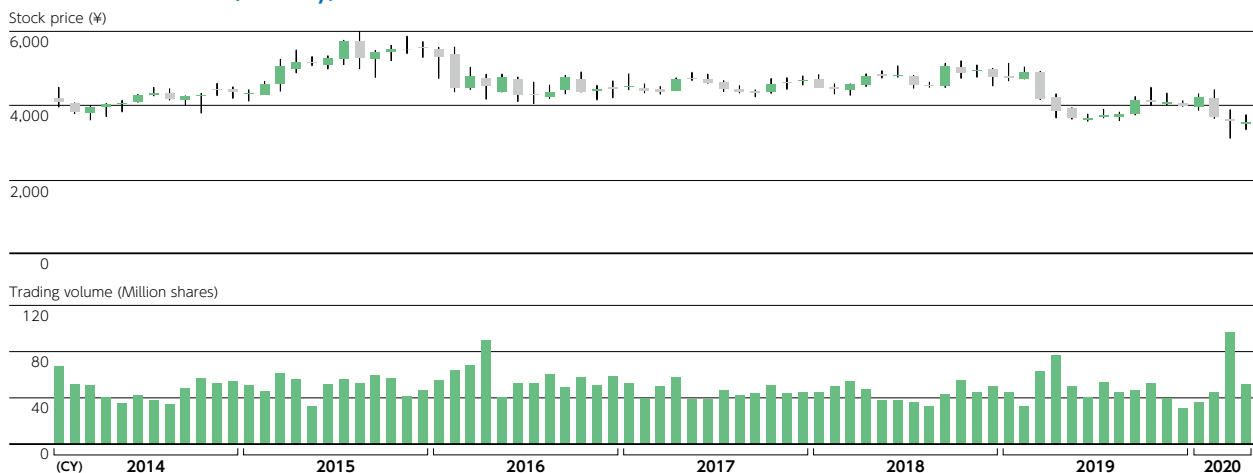
(As of February 29, 2020)

	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)	64,483	7.3
Japan Trustee Services Bank, Ltd. (Trust account)	45,091	5.1
SMBC Nikko Securities Inc.	22,718	2.6
Nippon Life Insurance Company	17,672	2.0
Masatoshi Ito	16,799	1.9
MITSUI & CO., LTD.	16,222	1.8
Japan Trustee Services Bank, Ltd. (Trust account 5)	15,638	1.8
Japan Securities Finance Co., Ltd.	13,827	1.6
STATE STREET BANK WEST CLIENT-TREATY 505234	12,800	1.4

Classification of Shareholders



Stock Price Chart (Monthly)



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Stock price (¥)						
Opening	3,800	4,575	4,470	4,430	4,409	4,893
High	4,642	5,998	5,028	4,891	5,203	4,916
Low	3,611	4,370	4,051	4,234	4,275	3,573
Closing	4,574	4,495	4,400	4,461	4,894	3,696
Trading volume (Million shares)	548	632	671	552	514	577

Investment Indices (Consolidated)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Number of shares outstanding						
Average (Shares)*1	884,064,278	884,132,485	884,214,252	884,531,496	884,568,131	883,508,868
End of period (Shares)*1	884,066,302	884,151,095	884,402,184	884,544,201	884,568,599	882,845,467
Net income per share (¥)	195.66	182.02	109.42	204.80	229.50	246.95
Cash flow per share (¥)	390.49	403.15	344.07	445.79	479.49	503.29
Net assets per share (¥)	2,601.23	2,683.11	2,641.40	2,744.08	2,850.42	2,946.83
Price earnings ratio (Times)*2	23.4	24.7	40.2	21.8	21.3	15.0
Price cash flow ratio (Times)*2	11.7	11.1	12.8	10.0	10.2	7.3
Price book value ratio (Times)*2	1.8	1.7	1.7	1.6	1.7	1.3
Dividends per share (¥)	73.00	85.00	90.00	90.00	95.00	98.50
Dividend payout ratio (%)	37.3	46.7	82.3	43.9	41.4	39.9
Ratio of total amounts of dividends to net assets (%)	2.9	3.2	3.4	3.3	3.4	3.4

*1 Figures exclude treasury stock. A Board Incentive Plan for compensation of Directors and Audit & Supervisory Board Members and an Employee Stock Ownership Plan were introduced from FY2020 and the Company's shares held by these plans include treasury stock.

*2 Calculated using the stock price at fiscal year-end.

《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
- Nov.** ■ Denny's Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny's, Inc.
- 1974 May** ● Opened the first 7-Eleven store Photo B
- 1977 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 acquired and hold the major interest of The Southland Corporation through the IYG Holding Company
- 1996 Dec.** ■ Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan Province, 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
- 2005 Apr.** ● Grand opening of *Ario* Soga, the first *Ario* shopping center

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.** ● 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.
- 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 Co., Ltd. and The Seibu Department Stores, Ltd., 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
- 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
- Apr.** ● Seven-Eleven Japan launched *nanaco*, the Group's proprietary electronic money service
- May** ● Started sales of *Seven Premium*, the Group's new private-brand products
- July** ■ Akachan Honpo Co., Ltd. made a subsidiary
Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products specialty stores, into a subsidiary.
- Aug.** ● Sales of *Seven Premium* products commenced at 7-Eleven stores in Japan
- Sept.** ■ Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems
- Nov.** ■ FUJIKOSHI CO., LTD. made a subsidiary
York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.



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

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《Corporate History》

- 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**

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- 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 openings, 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 Premium products received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards**
 - Apr. ● 7-Eleven store openings through an area licensee commenced in Shanghai, China**
 - 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.**
 - 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 and Y changed its name to Seven Net Shopping Co., Ltd.**
- Dec. ● Seven Net Shopping launched—the Group's internet shopping service**

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- 2010**
- 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.
 - 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 ● 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 Premium Gold products one rank up from Seven Premium commenced**
 - 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 machines**
 - Dec. ■ SEVEN-ELEVEN (CHENGDU) Co., Ltd. established**
Established with the aim of expanding the network of 7-Eleven stores in Chengdu, Sichuan Province, China.

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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.

<p>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.</p> <p>Mar. ● All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>June ● Seven & i Holdings launched Groupwide <i>Seven & i Point Service</i> Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.</p> <p>Sept. ● Commenced <i>nanaco Point Club</i> service, in which points granted by Group companies can be converted into <i>nanaco</i> electronic money usable at stores operated by Group companies</p> <p>Nov. ● Chengdu Ito-Yokado opened its Gaoxin store in Chengdu, Sichuan Province, China</p> <p>Dec. ● Commenced Seven Spot free wireless internet services</p> <p>Dec. ■ Seven Bank listed on the TSE</p>	<p>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.</p> <p>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, U.S. 12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.</p> <p>Nov. ■ SEVEN-ELEVEN (TIANJIN) CO., LTD. established The company was established to proactively expand business operations in Tianjin, China.</p> <p>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.</p> <p>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.</p>	<p>2013 Feb. ● The number of 7-Eleven stores in Japan topped 15,000</p> <p>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.</p> <p>Mar. ■ Seven Bank issued 8th, 9th, and 10th series unsecured domestic straight bonds in the total amount of ¥55.0 billion</p> <p>Apr. ● Seven-Eleven Japan launched <i>SEVEN CARD plus</i> featuring <i>nanaco</i> electronic money functionality</p> <p>Apr. ■ Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion</p> <p>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.</p> <p>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.</p> <p>Sept. ■ Seven Bank's wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Access Corp.</p> <p>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.</p> <p>Nov. ● Seven-Eleven Japan celebrated its 40th founding anniversary</p> <p>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.</p> <p>Dec. ■ Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited Ito-Yokado entered capital alliance with Tenmaya Store Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.</p> <p>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.</p> <p>Dec. ● Started opening 7-Eleven stores in Chongqing, China</p>	<p>2012 Jan. ● Annual store sales of Seven-Eleven Japan topped ¥3 trillion for the first time</p> <p>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.</p> <p>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.</p> <p>Mar. ■ Seven Financial Service and K.K. York Insurance merged with Seven Financial Service as the surviving company</p> <p>Mar. ● Started sales of electronic books via <i>Seven Net Shopping</i></p> <p>Mar. ● <i>nanaco</i> introduced at York Mart stores</p> <p>Mar. ● Introduced Senior <i>nanaco</i>—electronic money issued with no service fees for customers aged 65 and older</p> <p>Apr. ● <i>nanaco</i> introduced at York-Benimaru stores</p> <p>May ● Started sales of the <i>Seven Lifestyle</i> brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"</p> <p>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.</p> <p>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.</p> <p>July ● <i>Seven Raku-Raku Delivery</i> home delivery service was launched</p> <p>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.</p> <p>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.</p>	<p>Profile</p> <p>Performance Overview</p> <p>Retail Environment in Japan</p> <p>Global Retail Industry Data</p> <p>Group Strategy</p> <p>Major Group Companies' Data</p> <p>Corporate Data</p>
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《Corporate History》

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

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 made a consolidated subsidiary

Mar. ■ Seven Net Shopping was merged by Seven & i Net Media

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

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

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

May • Completion of the Sugito Fuel Storage Station

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

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

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

July • Seven-Eleven Japan entered a business alliance 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 **GRAND TREE 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 domestic straight 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 into a consolidated subsidiary

Feb. • Annual store sales of Seven-Eleven Japan topped ¥4.0 trillion

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

Mar. • Business alliance formed with **MANDAI Co., Ltd.**
Business alliance formed with the aim of further growth in the food retail business base in the Kansai area.

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

Oct. • Opened the first 7-Eleven store 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.

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, Labour and Welfare Minister's Prize) in the First Awards for Enterprises Promoting Part-Time Workers to Play Active Roles at Work

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. • 7-Eleven topped 60,000 stores globally

Oct. ■ Formulated the three-year medium-term management plan

Oct. ■ Reached a basic agreement for a capital and business alliance with **H2O Retailing Corp.**

Capital and business alliance formed to effectively utilize the store networks, products and services of both groups with the aims of reallocating resources from the department store business and enhancing convenience and satisfaction among customers living in the Kansai area.

Oct. • Ito-Yokado certified as a gender-advanced company based on the law to promote active roles for women in the workplace

Nov. ■ Nissen Holdings made a wholly owned subsidiary

Nov. • Certified as a gender-advanced company based on the law to promote active roles for women in the workplace

2017 Jan. • Opened "Chengdu Ito-Yokado Meishan store"

Mar. • Chosen as a Nadeshiko Brand for 2017 under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange

May • 10th anniversary of **Seven Premium**

June • Opened the first 7-Eleven store in Vietnam

June • Opened the first 7-Eleven store in Zhejiang Province, China

July • Reached a basic agreement for a business alliance with **ASKUL Corporation**

The two companies mutually referred customers between the Group's e-commerce website **omni7** and ASKUL's e-commerce website **LOHACO**, offering a new business format that uses the **LOHACO** platform.
Business tie-up with aims that include starting the **IY Fresh** service.

Oct. • Started childcare service for employees of franchised stores
Opened the Seven Nana Iro Nursery School.

Oct. • Seven-Eleven Japan phased in the Seventh-Generation Total Information System nationwide

Oct. ■ Seven-Eleven Japan established the wholly owned subsidiary **SEVEN-ELEVEN OKINAWA Co., Ltd.**

Nov. • Grand opening of **PRIMETREE AKAIKE**

2018 Jan. ■ 7-Eleven, Inc. acquired retail interests

7-Eleven, Inc. acquired 1,030 gas stations and convenience stores operated by Sunoco LP in Texas, Florida, and elsewhere in the U.S.

Photo **Jan. ● 7-Eleven topped 20,000 stores in Japan**Photo **Feb. ● Received the Excellence Award for its Sustainable Value Report in the Environmental Report Section of the 21st Environmental Communication Awards hosted by the Ministry of the Environment and the Global Environmental Forum****Feb. ● Received Bronze Class Distinction in the RobecoSAM Sustainability Awards 2018****Apr. ● Business alliance formed with IZUMI CO., LTD.**

Business alliance formed with the aim of raising operational efficiency and increasing profits through the effective utilization of management resources and expertise.

May ● Opened the first 7-Eleven store in Jiangsu Province, China**June ● Launched Seven & i Data Labo**

Striving to solve daily life issues and social issues through the shared use of data in different industries.

June ■ Established Seven Pay Co., Ltd.

Established with the aim of creating a payment service using smartphones as part of a digital strategy responding to changes in the business environment.

July ● Seven-Eleven Japan entered a business alliance with Odakyu Electric Railway Co., Ltd. and Odakyu Shoji Co., Ltd.

Formed a business alliance with the aim of promoting expanded store openings along Odakyu railway lines and business development.

July ● Business alliance with Zoshinkai Holdings Inc.

Formed a business alliance with the aim of further success and maximizing corporate value for both parties by spurring growth in the business profits of both groups.

Sept. ■ Issued U.S. dollar-denominated straight bonds**Sept. ● Included in the Dow Jones Sustainability Index Asia Pacific for a ninth consecutive year****Oct. ● Seven-Eleven Japan awarded Gold certification, the highest rating in the PRIDE INDEX****2019 Jan. ● Seven-Eleven Japan started joint use of parking spaces for delivery vehicles following an agreement between the three major convenience store companies**

Parking spaces near any stores operated by the three major convenience store companies can be used to maintain flow of deliveries.

Mar. ● Selected as a Semi-Nadeshiko Brand under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange**Mar. ● Opened the first 7-Eleven store in Hubei Province, China****Apr. ● Formulated the Seven-Eleven Japan "Action Plan"**

A guideline for responding to changes in the social structure and environment, coexisting with diverse societies as a social infrastructure for customers in their respective regions, and realizing sustainable growth.

May ● Seven & i Group's Environmental Goals "GREEN CHALLENGE 2050" established

To respond to various changes in the social environment (e.g., changes in societal needs and environmental issues), we will now work to realize a rich and sustainable society together with our customers, business partners and all other stakeholders.

June ● Selected to become a participating company in the Ministry of the Environment's CE Challenge**July ● Opened the first 7-Eleven store in Okinawa Prefecture**
Finally achieved opening 7-Eleven stores in all 47 prefectures in Japan.**Aug. ● Included in the FTSE4Good Index Series and the FTSE Blossom Japan Index for ESG investment****Aug. ● Opened the first 7-Eleven store in Shaanxi Province, China****Oct. ● Included in the Dow Jones Sustainability Index Asia Pacific for the 10th consecutive year****Oct. ● Opened the first Akachan Honpo store in Taiwan****Nov. ● Opened the first 7-Eleven store in Fujian Province, China****Dec. ● 7-Eleven topped 70,000 stores globally****2020 Feb. ● 7-Eleven selected for the first time for Best Japan Brands 2020, ranking 18th****Feb. ● Annual store sales of Seven-Eleven Japan reached a record high of ¥5.0 trillion****Mar. ■ Acquisition of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. by 7-Eleven, Inc.**

Acquisition of shares for the purpose of further increasing earnings in North America by strengthening product appeal and enhancing the store network.

Mar. ● Included in the Health and Productivity Management Organization 2020 White 500**May ● Opened the first York Foods store, a new type of supermarket**Photo **June ■ York Mart changed its name to York Co., Ltd. and restructured its supermarkets in the Tokyo metropolitan area**

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In January 2018, 7-Eleven, Inc. acquired 1,030 gas-line stands and convenience stores being operated by Sunoco LP mainly in the states of Texas and Florida



In January 2018, the number of 7-Eleven stores in Japan surpassed 20,000



In May 2020, the first York Foods store, a new type of supermarket, was opened.



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