

Corporate Profile

Corporate Overview (As of February 28, 2021)

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

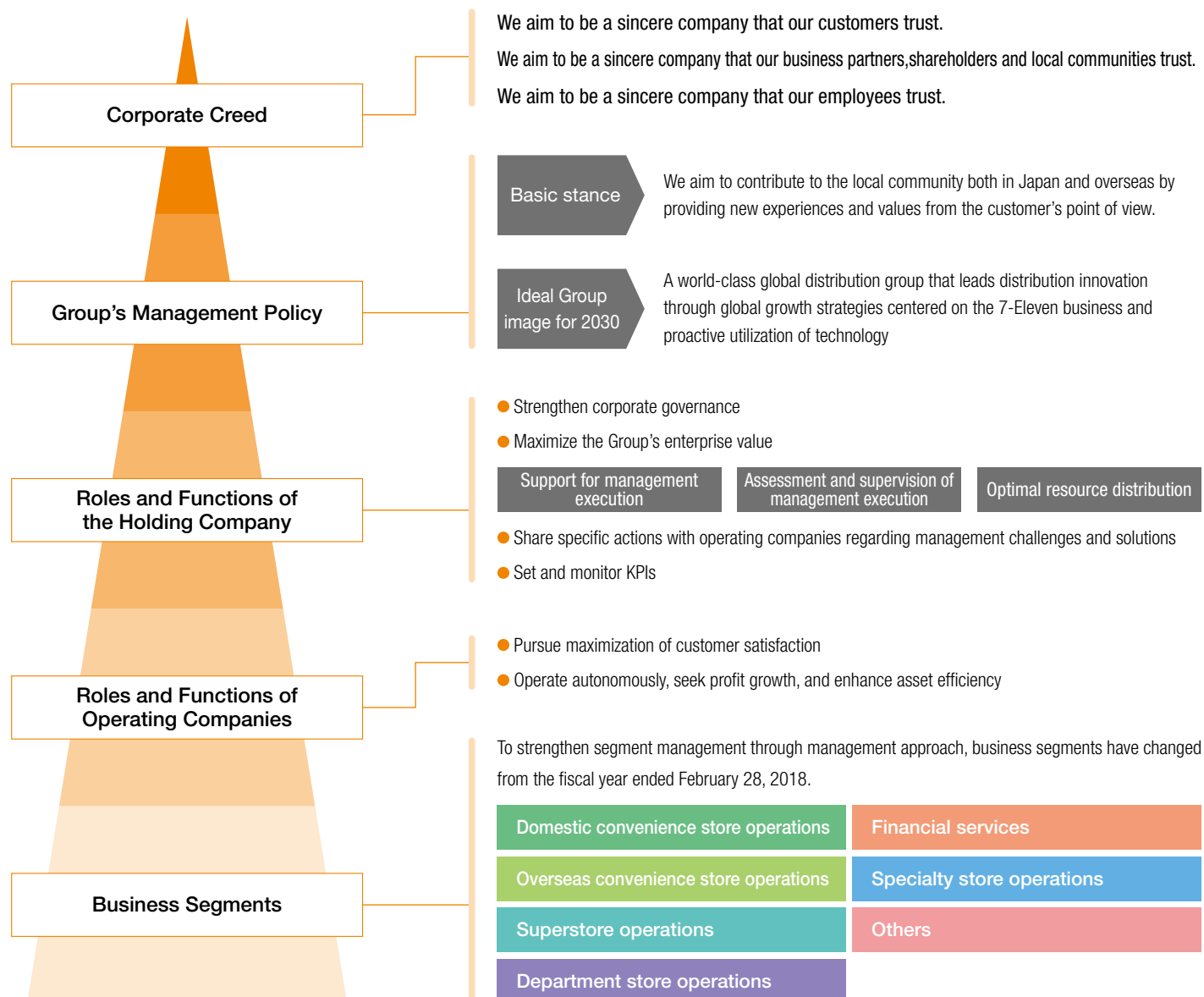
President: Ryuichi Isaka

Paid-in capital

50 billion yen

Number of employees

799 (nonconsolidated)
58,975 (consolidated)



Seven & i Group's Business

Seven & i Group's Value Creation Process

Seven & i Group in Numbers

Open the next "Convenience" door

Domestic convenience store operations



With 21,167 domestic convenience stores*, Seven-Eleven Japan Co., Ltd. continues to play a central role in fulfilling the social infrastructure function of operating "close-by, convenient" stores indispensable to people's lives.

* Seven-Eleven Okinawa is included.

Overseas convenience store operations



7-Eleven, Inc. (SEI) franchises and/or licenses stores worldwide and responds to customer needs in highly diverse North America. Through an effective combination of new store openings and M&As, SEI further strengthens the growth of the entire chain.

Others

Group companies, including Seven & i Net Media in charge of planning and operation of systems that support the digital strategy of the Seven & i Group, work together to create quality services.

Challenge of "Food" expected now

Superstore operations



Superstore operations consist of general merchandise store (GMS) and food supermarket businesses and are run mainly by Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd. and York Co., Ltd. Ito-Yokado operates 132 stores in Japan, which are primarily GMS handling food, apparel and household goods. York-Benimaru operates 235 "lifestyle-proposal supermarkets" that aim to make people's daily dining experiences more fun, fulfilling and convenient, primarily in the southern Tohoku region.

Create an abundant "Lifestyle Hubs"

Department store operations



Department store operations mainly consist of 10 department stores in Japan, run by Sogo & Seibu Co., Ltd., and 33 stores in Hong Kong, Taiwan, Malaysia and Indonesia, for which Sogo & Seibu serves as the overseas licensor.



Specialty store operations



Specialty store operations offering distinctive products and services include maternity, baby and children's products specialty stores by Akachan Honpo Co., Ltd., overall food-related businesses by Seven & i Food Systems Co., Ltd., and miscellaneous goods specialty stores by THE LOFT CO., LTD. etc.



Seven & i Group
Stays Closely
Attuned to
Customers' Lives

Expansion of customer contact

Financial services

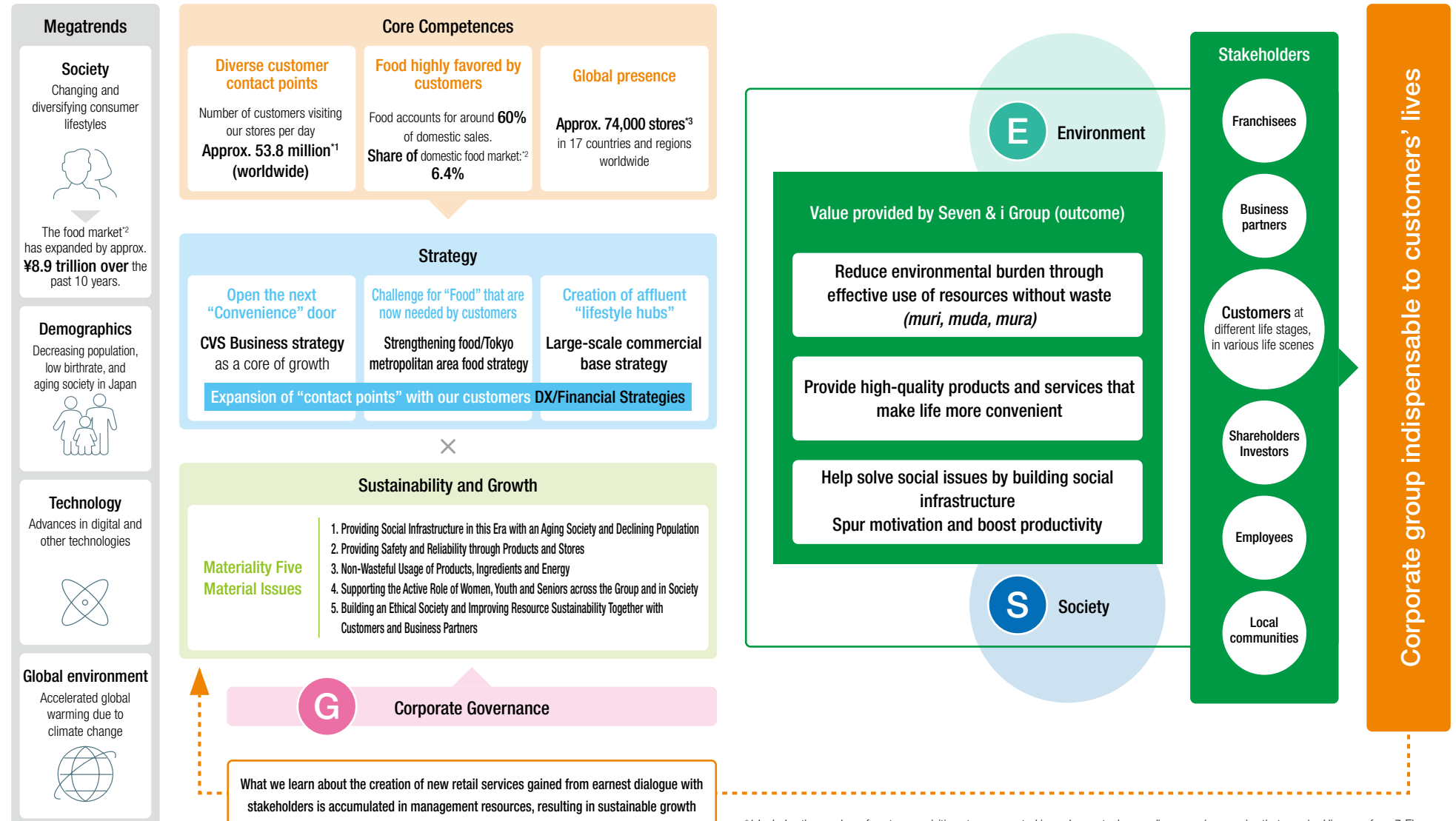


The Group engages in financial services, including banking and card businesses. Seven Bank, Ltd. offers ATM cash pick-up, international money transfer and other financial services that meet customer needs, in addition to operating a network of ATMs handling approximately 2.3 million transactions a day. Through the issuance and operation of nanaco electronic money, the card business offers highly convenient financial services integrated with retail services.

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^{*1} Includes the number of customers visiting stores operated in each country by area licensees (companies that acquired licenses from 7-Eleven, Inc. for the operation of 7-Eleven stores in specified areas).

^{*2} Food market: Our calculation of domestic food consumption based on data from the Foodservice Industry Research Institute, Japan Ready-made Meal Association, Japan Frozen Food Association, Cabinet Office (National Accounts of Japan), and Tobacco Institute of Japan

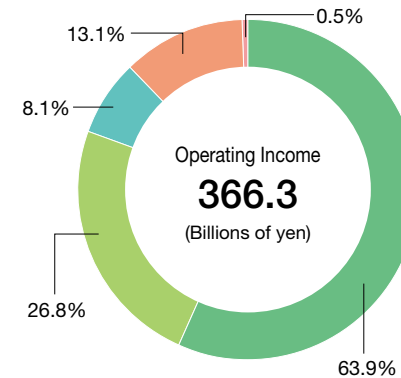
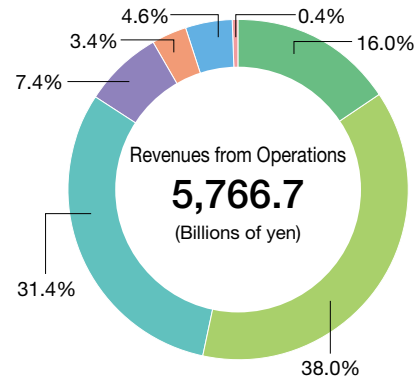
^{*3} Includes the number of 7-Eleven stores outside Japan, as of December 31, 2020. Includes the number of stores operated in each country by area licensees (companies that acquired licenses from 7-Eleven, Inc. for the operation of 7-Eleven stores in specified areas).

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The Seven & i Group is committed to create new value through dialogue with various stakeholders and by leveraging Group synergies, while utilizing the strengths of its diverse businesses alongside the lives of its customers.



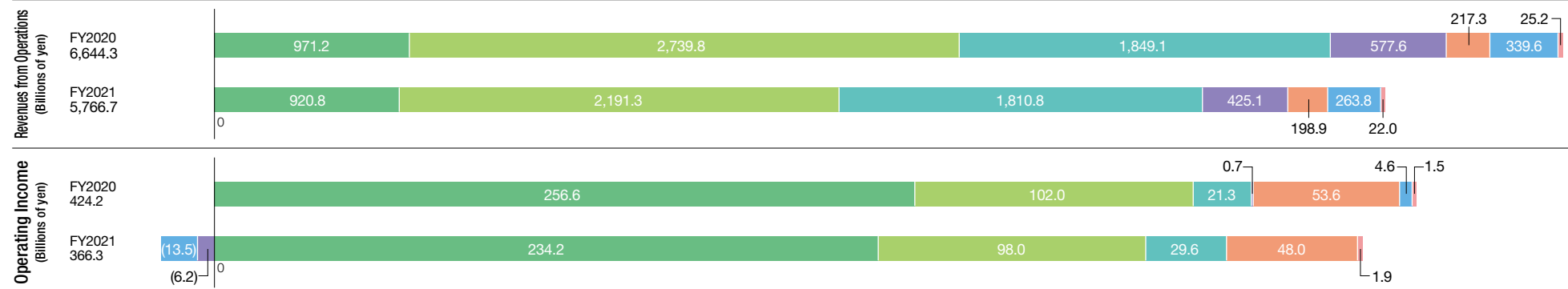
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Department Store Operations
- Financial Services
- Specialty Store Operations
- Others

*The composition ratios shown in the pie charts do not include eliminations and corporate.
*FY 2021

Core Operating Companies

Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Department store operations	Financial services	Specialty store operations	Others
<ul style="list-style-type: none"> SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN HAWAII, INC. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. SEVEN-ELEVEN (BEIJING) CO., LTD. SEVEN-ELEVEN (CHENGDU) CO., LTD. SEVEN-ELEVEN (TIANJIN) CO., LTD. 	<ul style="list-style-type: none"> 7-Eleven, Inc. SEJ Asset Management & Investment Company 	<ul style="list-style-type: none"> Ito-Yokado Co., Ltd. York-Benimaru Co., Ltd. York Co., Ltd.* Ito-Yokado (China) Investment Co., Ltd. Hua Tang Yokado Commercial Co., Ltd. Chengdu Ito-Yokado Co., Ltd. 	<ul style="list-style-type: none"> Sogo & Seibu Co., Ltd. 	<ul style="list-style-type: none"> Seven Bank, Ltd. Seven Financial Service Co., Ltd. Seven Card Service Co., Ltd. Seven CS Card Service Co., Ltd. 	<ul style="list-style-type: none"> Akachan Honpo Co., Ltd. Seven & i Food Systems Co., Ltd. THE LOFT CO., LTD. Nissen Holdings Co., Ltd. 	<ul style="list-style-type: none"> Seven & i Create Link Co., Ltd. Seven & i Asset Management Co., Ltd. Seven & i Net Media Co., Ltd. Seven Culture Network Co., Ltd. Yatsugatake Kogen Lodge Co., Ltd. Terube Ltd.
(10 consolidated subsidiaries, 5 affiliates; 15 companies, in total)	(80 consolidated subsidiaries, 2 affiliates; 85 companies, in total)	(14 consolidated subsidiaries, 5 affiliates; 19 companies, in total)	(5 consolidated subsidiaries, 2 affiliates; 7 companies, in total)	(13 consolidated subsidiaries, 2 affiliates; 15 companies, in total)	(17 consolidated subsidiaries, 5 affiliates; 22 companies, in total)	(8 consolidated subsidiaries, 4 affiliates; 12 companies, in total)

*Trade name was changed from York Mart Co., Ltd. on June 1, 2020.

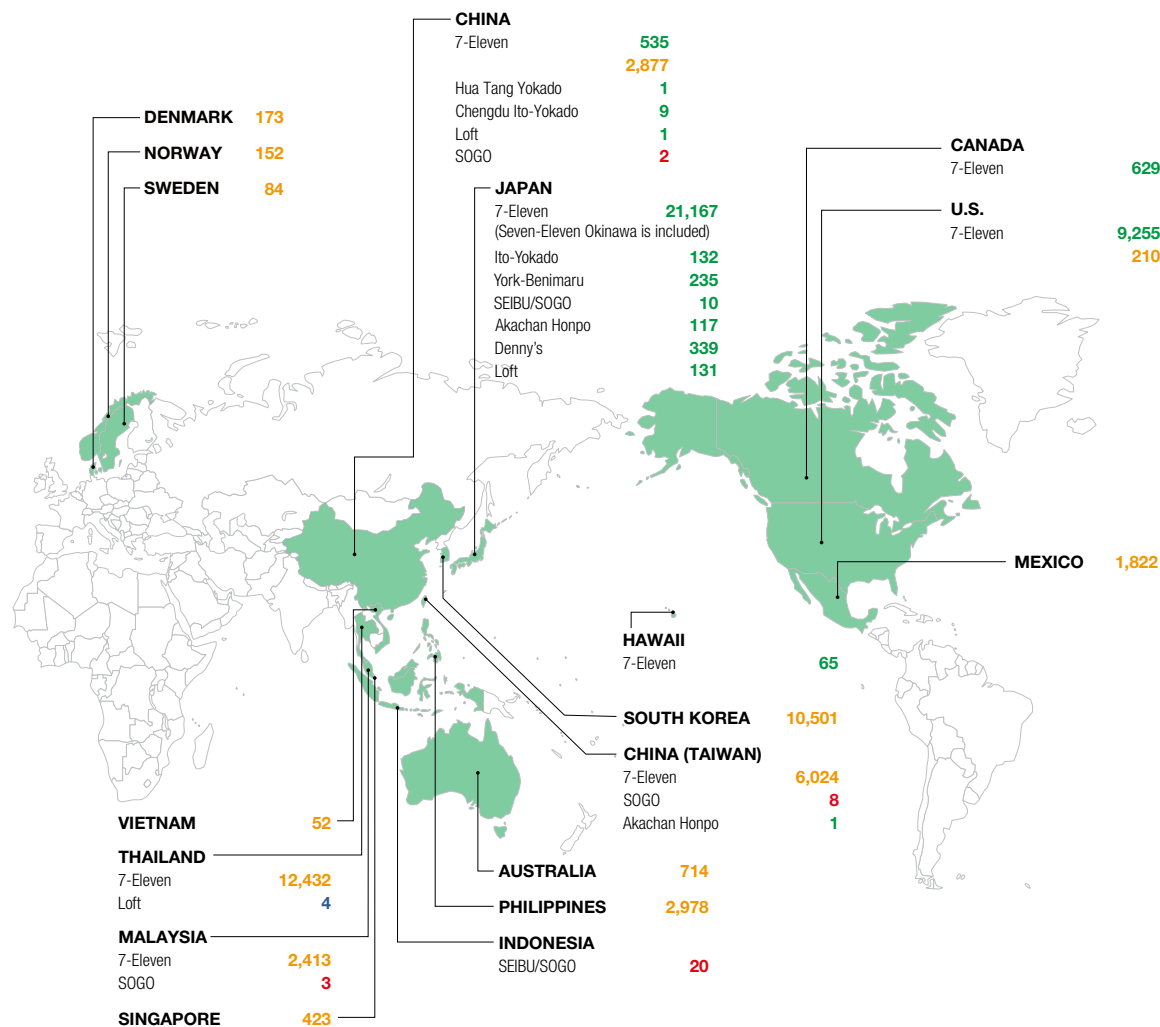
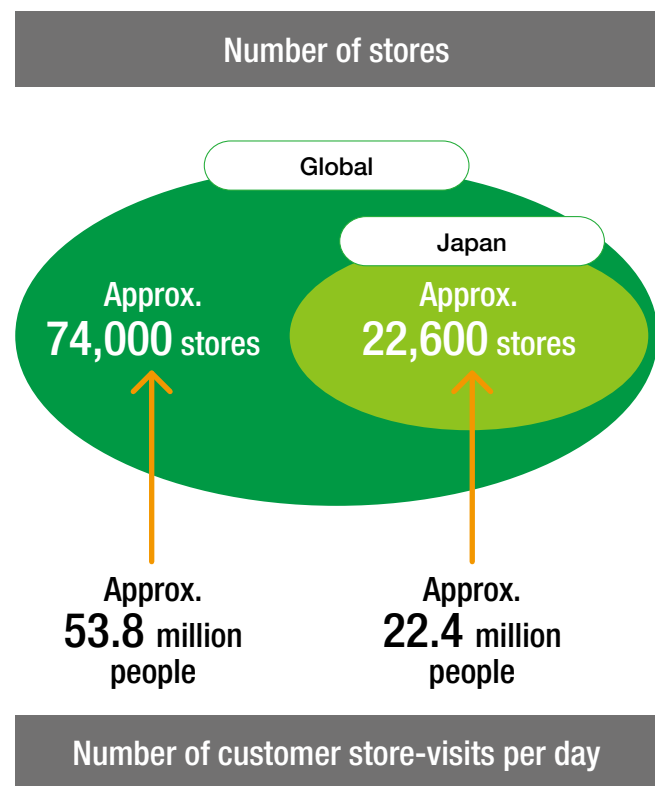


Seven & i Group's Business

Seven & i Group's Value Creation Process

Seven & i Group in Numbers

Store Network



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 overseas franchise
 2. Figures represent the number of stores on record as of February 28, 2021 in Japan and December 31, 2020 for all other areas.

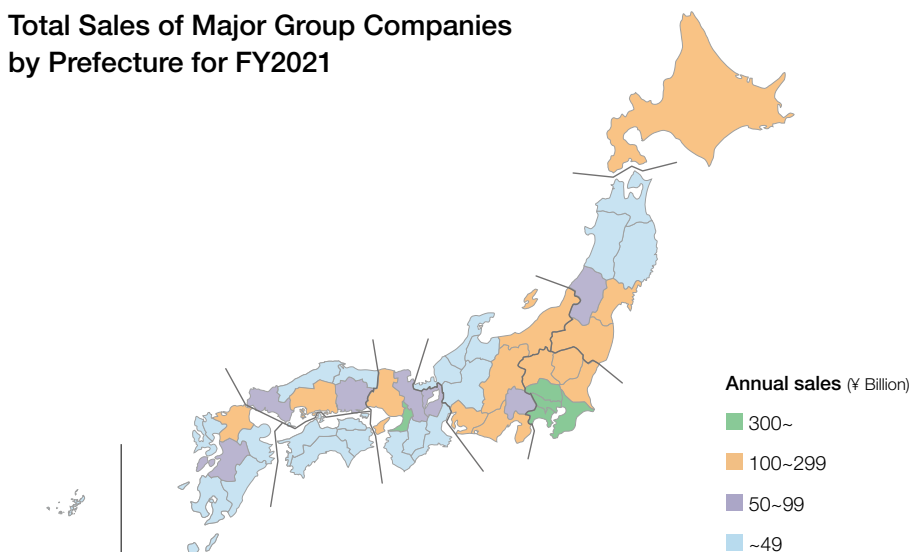
Seven & i Group's Business

Seven & i Group's Value Creation Process

Seven & i Group in Numbers

Status of store development

Total Sales of Major Group Companies by Prefecture for FY2021



7-Eleven



Ito-Yokado



York-Benimaru



York Mart/York Foods



SEIBU



SOGO



Akachan Honpo











Denny's



Loft

Domestic Store Network

	7-Eleven	Ito-Yokado	York-Benimaru	York Mart, York Foods, etc.	SEIBU/SOGO	Akachan Honpo	Denny's	Loft
								
								(Stores)
Hokkaido	1,002	8	—	—	—	3	—	1
Tohoku	1,405	9	161	—	1	4	12	7
Kanto	8,208	96	74	100	7	46	248	67
Chubu	3,441	12	—	—	1	21	69	16
Kinki	2,960	7	—	—	—	22	10	19
Chugoku	1,354	—	—	—	1	8	—	8
Shikoku	353	—	—	—	—	2	—	4
Kyushu, Okinawa	2,444	—	—	—	—	11	—	9
Total	21,167	132	235	100	10	117	339	131

Note: As of February 28, 2021

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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.

(As of December 31, 2020)

	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. 88.0% 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	–	CNY80.0 million	Chengdu Ito-Yokado Co., Ltd. 73.8% Ito-Yokado (China) Investment Co., Ltd. 20.0% Chengdu-Vienna Rotation Investment Co., Ltd. 6.3%

Sales Trend

(Million of yen)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Chengdu Ito-Yokado	50,672	53,513	62,788	70,650	79,686	67,276	71,638	73,632	73,751	64,305
Hua Tang Yokado	28,477	27,902	34,015	31,814	24,066	15,869	6,826	5,033	4,882	5,096
SEVEN-ELEVEN (BEIJING)	7,754	11,273	14,458	17,983	21,781	20,871	24,458	26,399	26,859	21,111
SEVEN-ELEVEN (TIANJIN)	–	–	3,136	3,783	4,623	4,551	5,364	5,190	4,781	3,404
SEVEN-ELEVEN (CHENGDU)	517	1,909	3,505	4,204	4,036	3,435	4,042	4,815	4,517	3,688
Exchange rate (CNY1=) (¥)	12.32	12.72	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48

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)