



Learn about Seven & i Group

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Major Shareholders

(As of February 28, 2022)

	Number of shares held (Thousand shares)	Percentage of shares held (%)
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	133,146	15.0
ITO-KOGYO CO., LTD.	70,701	8.0
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT)	49,696	5.6
SMBC NIKKO SECURITIES INC.	32,762	3.7
NIPPON LIFE INSURANCE COMPANY	17,672	2.0
MASATOSHI ITO	16,799	1.9
VALUEACT CAPITAL MASTER FUND L.P.	16,761	1.9
MITSUI & CO., LTD.	16,222	1.8
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT 4)	15,260	1.7
JAPAN SECURITIES FINANCE CO., LTD.	15,073	1.7

Classification of Shareholders

■ Financial institutions ■ Securities companies ■ Other domestic corporations ■ Foreign corporations ■ Individuals and others (including treasury stock)

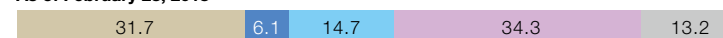
As of February 29, 2016



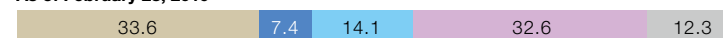
As of February 28, 2017



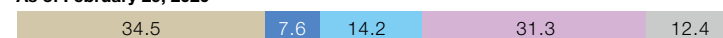
As of February 28, 2018



As of February 28, 2019



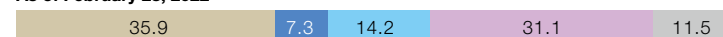
As of February 29, 2020



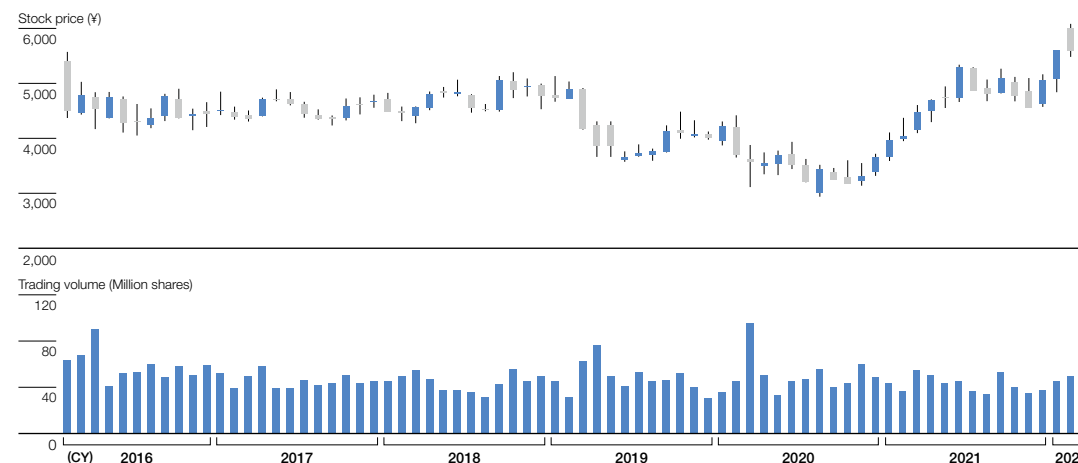
As of February 28, 2021



As of February 28, 2022



Stock Price Chart (Monthly)



	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
Stock price (¥)	Opening	4,470	4,430	4,409	4,893	3,623	4,150
	High	5,028	4,891	5,203	4,916	4,373	6,083
	Low	4,051	4,234	4,275	3,573	2,938	4,095
	Closing	4,400	4,461	4,894	3,696	4,037	5,591
Trading volume (Million shares)	671	552	514	577	602	526	

Investment Indices (Consolidated)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Number of shares outstanding Average (Shares) ^{*1}	884,214,252	884,531,496	884,568,131	883,508,868	882,927,577	883,065,915
End of period (Shares) ^{*1}	884,402,184	884,544,201	884,568,599	882,845,467	882,966,279	883,116,298
Net income per share (¥)	109.42	204.80	229.50	246.95	203.03	238.68
Cash flow per share (¥)	344.07	445.79	479.49	503.29	469.76	569.99
Net assets per share (¥)	2,641.40	2,744.08	2,850.42	2,946.83	3,022.68	3,375.50
Price earnings ratio (X) ^{*2}	40.2	21.8	21.3	15.0	19.9	23.4
Price cash flow ratio (X) ^{*2}	12.8	10.0	10.2	7.3	8.6	9.8
Price book value ratio (X) ^{*2}	1.7	1.6	1.7	1.3	1.3	1.7
Dividends per share (¥)	90.00	90.00	95.00	98.50	98.50	100.00
Dividend payout ratio (%)	82.3	43.9	41.4	39.9	48.5	41.9
Ratio of total amounts of dividends to net assets (%)	3.4	3.3	3.4	3.4	3.3	3.1

*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.



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■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

Before the Establishment of Seven & i Holdings

1958	Apr.	■	Yokado Co., Ltd. incorporated
1971	Mar.	■	Yokado changed its name to Ito-Yokado Co., Ltd.
1972	Sep.	■	Ito-Yokado listed on the Tokyo Stock Exchange (TSE)
1973	Mar.	■	Business tie-up with Benimaru Corp.
	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
1977	Jul.	■	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	Jul.	■	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	Sep.	■	Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
1999	May	■	The Southland Corporation changed its name to 7-Eleven, Inc.
2000	Jul.	■	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 until Today

2005	Sep.	■	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
	Jun.	■	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.
	Jul.	■	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.
	Sep.	■	York-Benimaru made a wholly owned subsidiary through a stock-for-stock exchange Positioned as the core operating company of the supermarket operations after transformation from an equitymethod 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 <i>nanaco</i> , the Group's proprietary electronic money service
	May	■	Started sales of Seven Premium, the Group's new private-brand products
	Jul.	■	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
	Sep.	■	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.
	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.	■	<i>nanaco</i> introduced at Denny's restaurants
2008	Jan.	■	SEVEN & i FINANCIAL GROUP CO., LTD. established Established to oversee the Group's financial services-related management operations, excluding banking.
	Feb.	■	Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.
	Feb.	■	Seven Bank listed on the Jasdaq Securities Exchange
	Mar.	■	<i>nanaco</i> 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
	Jun.	■	<i>nanaco</i> credit charge services launched
	Jul.	■	Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥00 billion
	Jul.	■	Seven & i Net Media Co., Ltd. established Established to further strengthen and take overall responsibility for IT-related operations.
	Jul.	■	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



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- 2009**
- 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.
 - Sep.** ■ SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
 - Sep.** ■ 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
 - Jun.** ■ Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market
 - Jun.** ■ Seven & i Holdings issued 4th, 5th, and 6th unsecured domestic straight bonds in the total amount of ¥110 billion
 - Jun.** ■ Seven & i Asset Management Co., Ltd. established
Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.
 - Jun.** ■ All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards
 - Jul.** ■ 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.
 - Sep.** ■ 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.

- Sep.** ■ Seven & i Asset Management acquired ownership of the land and building containing SEIBU Ikebukuro (totaling ¥123.0 billion)
- Sep.** ■ Sales of high-end Seven Premium Gold products one rank up from Seven Premium commenced
- Sep.** ■ 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 multifunctional 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.

- 2011**
- Mar.** ■ SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.
 - Mar.** ■ Seven-Eleven Japan acquired the 7-Eleven trademark in Japan
Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc. for the use of the 7-Eleven trademark in Japan.
 - Mar.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation.
 - Mar.** ■ Lease agreement to operate retail stores by 7-Eleven, Inc.
7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.
 - Mar.** ■ All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems
 - Mar.** ■ Seven Bank launched an international money transfer service
The service was launched in collaboration with Western Union, which offers the world's largest-scale money transfer services.
 - Apr.** ■ Seven CS Card Service Co., Ltd. made a subsidiary
Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.

- Jun.** ■ 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.
 - Jun.** ■ Seven & i Holdings launched Groupwide Seven & i Point Service
Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.
 - Sep.** ■ Commenced *nanaco* Point Club service, in which points granted by Group companies can be converted into *nanaco* electronic money usable at stores operated by Group companies
 - Nov.** ■ Chengdu Ito-Yokado opened its Gaoxin store in Chengdu, Sichuan Province, China
 - Dec.** ■ Commenced Seven Spot free wireless internet services
 - Dec.** ■ Seven Bank listed on the TSE
-
- 2012**
- Jan.** ■ Annual store sales of Seven-Eleven Japan topped ¥3 trillion for the first time
 - Jan.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.
 - Feb.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired 55 convenience stores operated by Sam's Mart LLC in North Carolina and South Carolina, U.S.
 - Mar.** ■ Seven Financial Service and K.K. York Insurance merged with Seven Financial Service as the surviving company
 - Mar.** ■ Started sales of electronic books via Seven Net Shopping
 - Mar.** ■ *nanaco* introduced at York Mart stores
 - Mar.** ■ Introduced Senior *nanaco*—electronic money issued with no service fees for customers aged 65 and older
 - Apr.** ■ *nanaco* introduced at York-Benimaru stores
 - May** ■ Started sales of the Seven Lifestyle brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"
 - Jun.** ■ 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.
 - Jun.** ■ Acquisition of retail interests by 7-Eleven, Inc.
7-Eleven, Inc. 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.
 - Jul.** ■ Seven Raku-Raku Delivery home delivery service was launched
 - Jul.** ■ 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.



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- 2012**
- Sep.** ■ **Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.**
 - Oct.** ■ **Established SEJ Asset Management & Investment Company**
The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.
 - Oct.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired the following retail interests: 74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S. 67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc. in Ohio and Pennsylvania, U.S. 58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland, U.S. 12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.
 - Nov.** ■ **SEVEN-ELEVEN (TIANJIN) CO., LTD. established**
The company was established to proactively expand business operations in Tianjin, China.
 - Nov.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.
 - 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.
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- 2013**
- Feb.** ■ **The number of 7-Eleven stores in Japan topped 15,000**
 - Mar.** ■ **7-Eleven, Inc. signed a lease agreement**
7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.
 - Mar.** ■ **Seven Bank issued 8th, 9th, and 10th series unsecured domestic straight bonds in the total amount of ¥55.0 billion**
 - Apr.** ■ **Seven-Eleven Japan launched SEVEN CARD plus featuring nanaco electronic money functionality**
 - Apr.** ■ **Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion**
 - Apr.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.
 - Jul.** ■ **Ito-Yokado entered a business and capital alliance with DAICHI CO., LTD.**
Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.
 - Sep.** ■ **Seven Bank's wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Access Corp.**

- Oct.** ■ **Seven-Eleven Japan entered a business alliance with Shin-Keisei Electric Railway Co., Ltd.**
Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.
- Nov.** ■ **Seven-Eleven Japan celebrated its 40th founding anniversary**
- Dec.** ■ **Capital and business alliance agreement signed with Nissen Holdings Co., Ltd.**
Capital and business alliance formed with the aim of using the catalogue and internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.
- Dec.** ■ **Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited**
Ito-Yokado entered capital alliance with Tenmaya Store
Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.
- Dec.** ■ **Entered a capital and business alliance with BALS CORPORATION**
Capital and business alliance formed with the aim of selling high-value-added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.
- Dec.** ■ **Started opening 7-Eleven stores in Chongqing, China**

- 2014**
- Jan.** ■ **Grand opening of Chengdu Ito-Yokado's Wenjiang store**
 - Jan.** ■ **SEVEN CAFÉ received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards**
 - 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.
 - Jul.** ■ **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.
 - Jul.** ■ **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 Online Supermarket store**
Started operating the Seven & i Online 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.
 - Jun.** ■ **Seven & i Holdings issued 10th, 11th, and 12th unsecured domestic straight bonds in the total amount of ¥120.0 billion**
 - 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**
 - Jun.** ■ **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.
 - Jul.** ■ **Ito-Yokado awarded the Supply Chain Innovation Award (Ministry of Economy, Trade and Industry)**

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■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

- 2016**
- Aug. ■ 7-Eleven topped 60,000 stores globally
 - Oct. ■ Published 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
 - Jun. ■ Opened the first 7-Eleven store in Vietnam
 - Jun. ■ Opened the first 7-Eleven store in Zhejiang Province, China
 - Jul. ■ 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.
 - Jan. ■ 7-Eleven topped 20,000 stores in Japan
 - 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

- Jun. ■ Launched Seven & i Data Labo
Striving to solve daily life issues and social issues through the shared use of data in different industries.
- Jun. ■ 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.
- Jul. ■ 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.
- Jul. ■ 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.
- Sep. ■ Issued US \$ 600 million unsecured straight corporate bonds
- 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.
 - Jun. ■ Selected to become a participating company in the Ministry of the Environment's CE Challenge
 - Jul. ■ 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. ■ 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
 - May ■ Opened the first 7-Eleven store in Hunan Province, China
 - Jun. ■ York Mart changed its name to York Co., Ltd. and restructured its supermarkets in the Tokyo metropolitan area
 - Aug. ■ 7-Eleven, Inc. signed an agreement with Marathon Petroleum Corporation to acquire its shares and other interests related to its convenience store and other businesses
Signed an agreement to expand the store network and increase earnings in North America, as well as to strengthen ESG leadership.
 - Oct. ■ Agreement to establish a PET bottle recycling plant joint venture with Veolia Japan K.K. and Mitsui & Co., Ltd.
Agreed to establish a joint venture to achieve a circular economy through PET bottle recycling.
 - Oct. ■ Opened the first 7-Eleven store in Henan Province, China
 - Dec. ■ Seven & i Holdings issued 13th, 14th and 15th unsecured domestic straight bonds in the total amount of ¥350 billion sourcing
 - Dec. ■ Participated in RE100, a global initiative aiming for 100% renewable energy sourcing
-
- 2021**
- Feb. ■ 7-Eleven, Inc. issued U.S. dollar-denominated straight bonds in the total amount of \$10.95 billion
 - Feb. ■ Seven & i Holdings made capital participation in R Plus Japan, Ltd.
Capital participation to develop a technology and a system for recycling used plastics.
 - Mar. ■ Included in the Health and Productivity Management Organization 2021 White 500
 - Mar. ■ Seven-Eleven Japan Memorial Foundation concluded an agreement with the Ministry of the Environment and the Environmental Partnership Council to cooperate on environmental conservation and joint initiatives
An agreement to cooperate on the promotion of environmental conservation activities and initiatives, as well as on initiatives to achieve the SDGs.
 - Apr. ■ Introduced green electricity, including offsite PPAs, in some stores
Cooperation with the NTT Group to realize 100% renewable electricity in the Group's store operation.
 - May ■ 7-Eleven, Inc. completed the acquisition of shares and other interests
7-Eleven, Inc. acquired shares and other interests from multiple companies operating convenience store and fuel retail businesses operated by Marathon Petroleum Corporation mainly under the Speedway brand.
 - Jun. ■ Selected as DX Stock 2021 for the first time
 - Jun. ■ Capital participation in Kyohei J&T Recycling
Capital participation to develop technologies and mechanisms to recycle used PET bottles



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- 2021
- Jul. ■ **Medium-Term Management Plan announced**
 - Jul. ■ **Peace Deli Co., Ltd. was split into Ito-Yokado Co., Ltd. and York Co., Ltd.**
 - Jul. ■ **Decided to open a large online supermarket center in Shin-Yokohama**
Opening for the purpose of strengthening the Last Mile measure
 - Jul. ■ **Peace Deli decided to build a food manufacturing plant in Honda, Chiba**
Construction to strengthen the Group's food strategy
 - Jul. ■ **Seven-Eleven Japan established Seven Global Linkage**
Established to realize a multicultural society through support and management of human resource development and employment promotion across borders
 - Jul. ■ **Transfer of some shares of Francfranc to Blue Wedge Limited.**
 - Aug. ■ **Included in the FTSE4Good Index Series and FTSE Blossom Japan Index (ESG investment indexes)**
Included in FTSE4Good for the 7th consecutive year and FTSE Blossom Japan for the 5th consecutive year
 - Aug. ■ **First 7-Eleven store opened in Cambodia**
 - Sep. ■ **Sogo & Seibu Co., Ltd. absorbed Seven & i Asset Management Co., Ltd.**
 - Sep. ■ **Participated in the Afu no Wa project**
Participated in a project launched in June 2020 by the Ministry of Agriculture, Forestry and Fisheries, the Consumer Affairs Agency, and the Ministry of the Environment to promote initiatives for sustainable production and consumption.
 - Oct. ■ **First 7-Eleven store opened in India**
 - Oct. ■ **Seven Mile Program won the Good Design Award**
 - Oct. ■ **Apple Pay™ began to support nanaco.**
 - Nov. ■ **Grand Opening of Seven Park Amami**
 - Dec. ■ **Included in the Dow Jones Sustainability Asia Pacific Index, a global ESG investment index, for the 12th consecutive year**
-
- 2022
- Jan. ■ **7-Eleven International LLC begun full operation**
Aims to improve 7-Eleven global brand value
 - Mar. ■ **Stocks of Oshman's Japan were transferred to ABC Mart, Inc.**
 - Mar. ■ **Revised the Seven & i Group's material issues**
 - Mar. ■ **York-Benimaru absorbed Life Foods.**
 - Apr. ■ **The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE**
 - Apr. ■ **Management message sent to the Company's shareholders and other stakeholders**
Management Message: "To Become a World-Class Global Retailer Group"