



CORPORATE PROFILE  
2014-2015

# It's a New Day

Our stores can meet your needs. When you visit one of our stores, you're sure to find something that makes you a little happier. In fact, we think that's the real meaning of a "store".

Our stores have the things you want. They have delicious foods. They have goods that you cannot find at other stores. They have products that are brought to you with care, and items that will surprise you. They have employees who are kind and warmhearted—who offer you a warm welcome.

Our stores are always clean, and they have efficient systems that enable you to quickly and accurately handle your daily affairs.

Rather than huge things that change our lives, isn't it the thing that make us a little happier that, in the end, make our day-to-day lifestyles more comfortable?

But that isn't easy to do. It's not even possible without the whole-hearted effort of the people who work in the stores.

Focusing on people—what do people want now? And what do they want to be? That is what we concentrate on, listen to, and strive to understand.

We know that is the only way to meet the needs of our customers.

From convenience stores, superstores, and department stores to specialty stores, restaurants, Internet shopping, banking, and a range of public services, we are committed to being a Group that always asks, "what do customers want?"

The answer, of course, lies with the customers themselves.

That is our vision for the Seven & i Group. It's a vision that we will always remember.

## Introduction from the Management

Seven & i Holdings is a globally unrivaled distribution service group, engaged in a wide range of business ventures, including convenience stores, supermarkets, department stores, specialty stores, banking and online businesses; comprising around 55,000 stores in 16 countries and regions worldwide and around 18,500 stores nationwide. We view various ongoing social and lifestyle changes such as aging society/birthrate decline and women's advancement in society as good opportunities to develop our new distribution services and continue to strive for various innovations as our group moves toward its 'Second Stage'.

One of our endeavors is the pursuit of 'high-quality'. In addition to our group's shared private brand, *Seven Premium*, we are also advancing the development of unique and desirable products and services, including the *Seven Gold* brand, in search of higher quality. We are focusing on values such as lifestyles rich in individuality, flavor, safety and security, and convenience and comfort, as they are strongly sought after by our current customers.

Moreover, against the backdrop of advancements in information and communication technology, we are also promoting the development of our own cross-sectoral omni-channel by integrating our online shopping sites, which have established their presence in various situations, alongside real stores. By offering our customers the convenience of shopping at any of our group stores, regardless of time or place, and receiving the merchandise at home or nearest neighborhood group store as well as high-quality products and in-store customer services, we will meet various individual customer needs.

In order to continue delivering new value to our customers, Seven & i Holdings will work to establish a distribution service capable of coping with the changing times by using advanced operational bases including our unique team-merchandising system, collaborating with various partners, and providing high-quality customer service, an attentive store network and information system, and a logistics system.



Chairman and CEO  
Toshifumi Suzuki



President and COO  
Noritoshi Murata

## Seven & i Holding Co., Ltd. Corporate Profile

Establishment	September 1, 2005	Consolidated number of employees	148,594*1 (as of February 28, 2014)
Capital	50 billion yen	Location of headquarters	8-8 Nibancho, Chiyoda-ku, Tokyo
Description of business	The planning, management and operation of group companies centering on a wide variety of business operations, including convenience stores, general merchandise stores, department stores, food supermarkets, food services, financial services, and IT services (pure holding company)	Consolidated financial performance in the fiscal year ended February, 2014	Group sales volume 9,597.8 billion yen*2 Operating revenue 5,631.8 billion yen Operating income 339.6 billion yen Ordinary income 339.0 billion yen Net income for the year 175.6 billion yen

\*1 Including temporary workers with 163 hours a month conversion

\*2 Group sales volume indicates the figures for all chain stores of Seven-Eleven Japan Co., Ltd. and 7-Eleven, Inc.

# Business Summary

We will enrich livelihoods of global citizens through the expansion of our network

Seven & i Holdings runs convenience stores, supermarkets, and restaurants in 16 countries and regions, providing high-quality products and services to people all over the world.

## JAPAN

Number of Stores

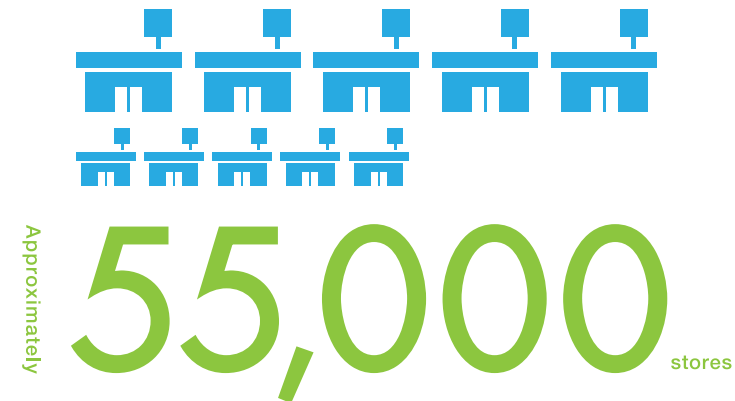


Customer Count



## GLOBAL

Number of Stores (in 16 countries and regions)



Customer Count



Total Sales



\*Including sales of Seven-Eleven Japan member stores and area franchisees of 7-Eleven, Inc.

(Reference) Global Retail Business Sales Ranking

Ranking	Company Name	Location	Sales
1	Wal-Mart Stores	U.S.A.	34.9 trillion yen
2	Carrefour	France	8.8 trillion yen
3	Tesco	U.K.	7.9 trillion yen
4	Metro	Germany	7.3 trillion yen

Source: STORES (FY 2012)

- Sweden 7-Eleven
- Norway 7-Eleven
- Denmark 7-Eleven

### EUROPE

- China 7-Eleven
- Hua Tang Yokado
- Chengdu Ito-Yokado
- SOGO
- SEIBU
- Seven & i Restaurant (Beijing)

- Japan 7-Eleven
- Ito-Yokado
- SOGO/SEIBU
- York-Benimaru
- Seven & i Food Systems (Denny's, etc.)

- Korea 7-Eleven

- Malaysia 7-Eleven
- SOGO

- Taiwan 7-Eleven
- SOGO

- Indonesia 7-Eleven
- SOGO
- SEIBU

- Philippines 7-Eleven

- Singapore 7-Eleven

- Thailand 7-Eleven

### ASIA

### JAPAN

### AUSTRALIA

- AUSTRALIA 7-Eleven

### Integrated Company Ranking

NIKKEI "NICES"

First Rank

This ranking is determined by assessing major listed companies based on their stock prices, level of awareness, utilization of human resources and attitude toward environmental measures. Seven & i Holdings was awarded first ranking for NICES 2013, as presented by the Japanese business newspaper, the Nikkei.

### NORTH AMERICA

- Hawaii 7-Eleven

- U.S.A. 7-Eleven

- Mexico 7-Eleven

- Canada 7-Eleven

### 7-Eleven convenience store operations in the Middle East

#### First store opening scheduled for summer 2015

In May 2014, 7-Eleven Inc., a subsidiary of Seven & i Holdings, entered a master franchise agreement with the United Arab Emirates. The first 7-Eleven store in the Middle East is scheduled to open the summer of 2015 in Dubai. In collaboration with 7-Eleven Inc., Seven-Eleven Japan will provide on-site support for their operations. This means that 7-Eleven convenience stores will soon be operated in a total of 17 countries and regions. We will continue to promote further development of global strategies in both existing and newer regions.



## SEVEN&i HOLDINGS

# Description of Businesses

Seven & i Holdings, comprised of up to 148 industrial companies, is engaged in a wide range of businesses including convenience stores, supermarkets, department stores, restaurants, banking and online shopping. We will continue to meet the needs of contemporary society and customers by widening the scope of our group to transcend current industry definitions, while further reinforcing our bonds and overall strength.



### Convenience Store Operations

Seven-Eleven Japan Co., Ltd.	16,622
7-Eleven, Inc.	8,291
SEVEN-ELEVEN (HAWAII), INC.	61
SEVEN-ELEVEN (BEIJING) CO., LTD.	159
SEVEN-ELEVEN (TIANJIN) CO., LTD.	52
SEVEN-ELEVEN (CHANGDU) CO., LTD.	80
<i>Seven-Eleven (China) Investment Co., Ltd.</i>	



### Superstore Operations

Ito-Yokado Co., Ltd.	180
Marudai Co., Ltd.	3
Hua Tang Yokado Commercial Co., Ltd.	8
Chengdu Ito-Yokado Co., Ltd.	6
<i>Ito-Yokado (China) Investment Co., Ltd.</i>	



### Department Store Operations

Sogo & Seibu Co., Ltd.	
SOGO	9
SEIBU	15



### Food Supermarket Operations

York-Benimaru Co., Ltd.	194
York Mart Co., Ltd.	74
SHELL GARDEN CO., LTD.	20
K.K. Sanei	1



### Food Service Operations

Seven & i Food Systems Co., Ltd.	
Restaurants (Denny's, Famil and others)	469
Fast food restaurants (Poppo and others)	113
Contract foods (253)	253
Seven & i Restaurant (Beijing) Co., Ltd.	1



### IT / Service Operations

Seven & i Netmedia Co., Ltd.
7 dream.com
Seven Net Shopping Co., Ltd.
Seven Culture Network Co., Ltd.
Seven & i Publishing Co., Ltd.
Seven-Meal Service Co., Ltd.
GOTTSUO BIN CO., LTD.
PIA CORPORATION
Nissen Holdings Co., Ltd.



### Financial Service Operations

Seven Bank, Ltd.
Seven Financial Service Co., Ltd.
Seven Card Service Co., Ltd.
Seven CS Card Service Co., Ltd.



### Specialty Store Operations

Mary Ann Co., Ltd.	24
Oshman's Japan Co., Ltd.	8
THE LOFT CO., LTD.	92
Akachan Honpo Co., Ltd.	94
Seven Health Care Co., Ltd.	53
Tower Records Japan Inc.	86
Barneys Japan	10
BALS Co., Ltd.	145



### Manufacturing and Processing Operations

IY Foods K.K.
K.K. Terre Verte
Life Foods Co., Ltd.



### Real Estate / Security Operations

Mall & SC Development, Inc.
IY Real Estate Co., Ltd.
IKEBUKURO SHOPPING PARK CO., LTD.
Yatsugatake Kogen Lodge Co., Ltd.
K.K. York Keibi
Seven & i Asset Management Co., Ltd.

(as of May 31, 2014)

# To the Second Stage

2nd STAGE



## Towards the new world that lies ahead of omni-channel

Entering a world in which new and sought-after merchandise is made accessible to our customers anywhere and anytime, Seven & i Holdings embarks on an era which will pave the way for a new type of distribution service.

We take on the omni-channel, a new system allowing customers to enjoy shopping and receive services anywhere and anytime by combining all real and virtual shopping outlets within our group.

With our wide range of business operations, including convenience stores, supermarkets, department stores and specialty stores, we strive to ensure the high quality of our sales areas, merchandise and customer service. We will innovate our distribution industry by leveraging our group's strengths as a whole.

Aiming to be the world's most powerful omni-channel retailer, Seven & i Holdings will push forward into a new stage. Know that you can count on us.



## Developing the Seven & i Holdings omni-channel

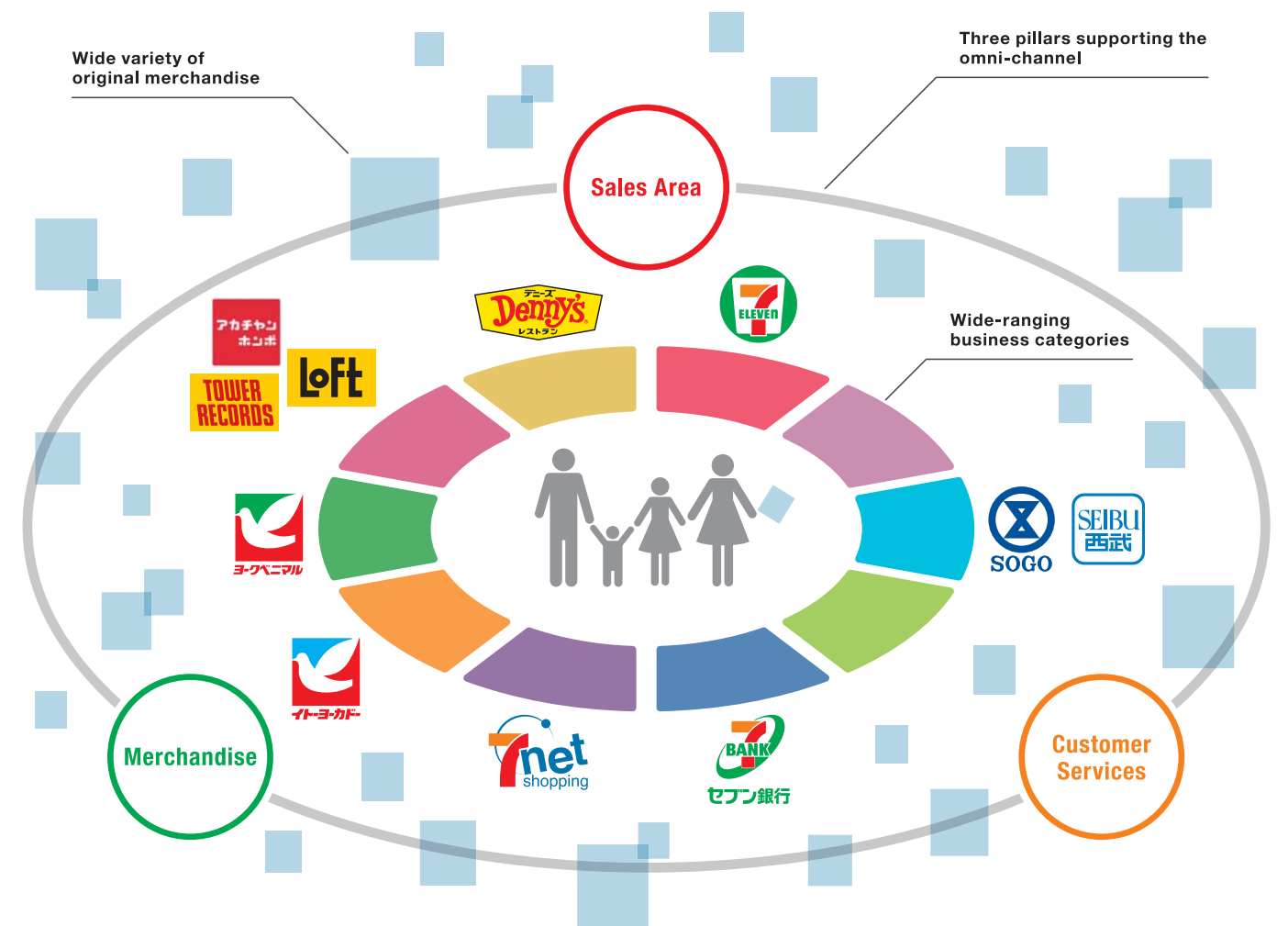
Alongside the popularization of smartphones and tablets, the omni-channel has developed; providing for people an environment in which they may enjoy shopping anywhere and anytime.

However, the omni-channel promoted by Seven & i Holdings boasts an infrastructure which transcends that of the traditional model which utilizes the Internet alone. Instead, it is characterized by a totally new business model which involves all retail stores, industries, merchandise and services.

Our first priority is to provide our merchandise and services to customers with greater convenience by combining our real and virtual shopping outlets. Secondly, we aim to meet customer needs through high-quality customer service and other services, while retaining high value product assortment at both real and virtual shopping outlets.

A commitment to quality in terms of ‘sales areas’, ‘merchandise’ and ‘customer services’ is unique to the Seven & i Holdings’ omni-channel alone.

## Seven & i Holdings’ Omni-Channel



### Go shopping anywhere and anytime Sales Area

By integrating our real and virtual shopping outlets, customers will be able to purchase the merchandise they want, whenever they want and in the way that works best for them. Moreover, eliminating market barriers between business formats such as convenience stores, supermarkets and department stores will help customers enjoy shopping with more convenience.

### Always fresh and high-quality Merchandise

It is difficult to gain customer support through setting up infrastructure alone. Seven & i Holdings is concerned with developing appealing and high-quality products focused on freshness, flavor, and quality by utilizing our group strengths.

### Reflecting value Customer Services

From now on, customer services capable of precisely conveying the value of merchandise suitable for individual customers will be required. Seven & i Holdings will improve customer satisfaction by enhancing our customer service skills via both virtual and real shopping.

## Social Context of the Introduction of Omni-channel

### Social Forecast for 2020

#### Rise in number of senior citizens

People over the age of 60 are estimated to comprise around 29 percent of the population, meaning the demand for nearby one-stop shops and home delivery services will grow even further.

#### Rise in number of single-person households

Those living in single-person households will comprise approximately 34 percent, serving as a further catalyst for demand for merchandise and services for people living alone.

#### Rise in number of working women

Around 76 percent of women aged between 30 and 59 will be working outside the home, fueling a further increase in demand for eating out, instant meals and quality products.

#### Change in lifestyle infrastructure

The number of individual retail operators will decline and the market for mail order businesses will expand by a factor of around 2.3. A shopping method combining real and virtual shopping outlets will also further expand.

Demand for new kind of retail



## Our group sales area will expand without bounds

We are now collaborating within the group as a team; aiming to establish “contact with each customer” along with our development of the omni-channel. Namely, we aim to expand our current range comprising of around 3,000 items of merchandise sold at 7-Eleven stores to 3 million items offered by all group companies via an item pick-up service. Moreover, in the future 7-Eleven stores will function not only as item pick-up locations, but also suggest and be able to provide to customers items carried by both 7-Eleven and any of our other group companies reflecting our new “close and convenient” strategy. Thanks to our physical storefronts, a giant leap forward has been made toward this new style of integrated online shopping for people and stores.

Omni-channel Development Department,  
Seven-Eleven Japan

Takuya Satomi



## Making it possible to receive all merchandise handled by our group at a nearby 7-Eleven store

Our service allowing customers to receive merchandise ordered online at a nearby 7-Eleven store – e.g. Japanese confectionery from traditional stores, as handled by Sogo and Seibu, sundries from Loft or disposable diapers from AKACHAN HONPO – has been widely acclaimed. It is now possible to receive merchandise which used to be available only at department stores or specialty stores anytime with free shipping. This service will also be expanded to include other group merchandise in the future.

## 7-Eleven set to become your own personal bookstore

Shoppers who choose to pick up merchandise at 7-Eleven stores, can choose from an extensive online selection of 1.5 million items including books, CDs and DVDs. Feel free to shop for items such as currently trending books and CDs with privileges exclusive to *Seven Net Shopping* members at any time.

## Service enhancement within real stores supports the omni-channel

It is tremendously advantageous for our customers to have a nearby storefront as a physical base from which to order and receive merchandise anywhere, anytime. Currently, there are around 16,700 7-Eleven stores nationwide which can meet the requirements of customers who find it difficult to receive merchandise at home due to being out most of the time, or who want to receive merchandise on the way home from work or shopping. We plan to further expand the network between these stores in the future as well.

Current number of  
7-Eleven stores

**16,622** stores  
(as of May 31, 2014)

Number of stores scheduled to  
open in Fiscal 2014

**1,600** stores

## A future sales site launched through ICT

ICT (Information and Communication Technology) is useful not only in conjunction with smartphones and tablets to expand the scope of sales areas. ICT also makes sales sites more enjoyable and convenient. We have already started a project set on enhancing the appeal of such sales areas at every store.



## A service facilitating the pick-up of merchandise purchased via Seven Net Shopping at Ito-Yokado stores has been launched

Merchandise ordered via Seven & i Holding's shopping site, *Seven Net Shopping* can now also be received at Ito-Yokado stores. Along with food and everyday necessities, items such as books, CDs and DVDs can also be easily collected while customers are out shopping. The convenience of one-stop shopping at a general superstore has never been greater.



## Establishing “smart shopping corners” at AKACHAN HONPO where customers can use tablets

“Smart shopping corners” have been established at two AKACHAN HONPO stores; allowing customers to place orders and check out using tablets. Many people use the system to purchase gift items and baby strollers, which can be otherwise a hassle to take home. Feedback so far has been positive – customers perceive it as virtual shopping within a real store. We plan to further expand these corners to more stores in the future.

## Following Kagawa and Tokushima, with store openings also scheduled for Ehime prefecture, 7-Eleven will become more and more established

Spurred by the launch of store openings in Kagawa and Tokushima prefectures in March 2013, we have continued to launch a series of store openings in the Shikoku region. March 2014 saw new stores opened in Ehime prefecture as part of an opening plan and a total of around 590 stores in the Shikoku region, including Kochi prefecture will be present by fiscal 2018. The recent store openings in Ehime prefecture will mark the 43rd prefecture in which we currently operate 7-Eleven stores nationwide. We will continue to carry out our store opening plans in a way that reflects the motto “close and convenient” for every customer.



## Creating an attractive shopping center through the combination of different business formats

Seven & i Holdings offers its customers pleasure and convenience in shopping by combining the various range of group businesses at will. Within the large-scale shopping center, Ario, we operate a diverse array of stores centering on Ito-Yokado including specialty stores such as lifestyle merchandise store, 'Loft', maternity, baby and kids' specialty store, AKACHAN HONPO, CD shop, TOWER RECORDS and SEIBU Shop by Sogo & Seibu, as well as restaurants such as Denny's Café. Leveraging group synergy, we have established ourselves as a popular commercial complex which can satisfy the needs of a wide range of customers.



1. Ito-Yokado 2. SEIBU Shop 3. AKACHAN HONPO 4. Loft 5. TOWER RECORDS

## The fusion of real stores with online shopping sites will spawn the new and innovative GRAND TREE MUSASHIKOSUGI store; scheduled to open in autumn 2014

Seven & i Holdings plans to open GRAND TREE MUSASHIKOSUGI, the largest shopping center in the region with a floor space of 37,000 m<sup>2</sup>, in Kawasaki city, Kanagawa prefecture in autumn 2014. Around 150 specialty stores including our group stores are scheduled to open and it will be challenging to address these new formats in terms of concept, layout, and services. We will optimally utilize the omni-channel to develop a more comfortable shopping environment.



## With new business and capital alliances, we will expand our sales area 2

We want to provide optimum products and services, anytime and anywhere, that matches individual customers' lifestyles. Aiming to further enhance our group merchandise and service functions, Seven & i Holdings promotes affiliations with companies that are engaged in the spirit of innovation in each field.



### Nissen Holdings Co., Ltd.

With their know-how of catalog and online shopping, we aim to meet customer needs with a more finely-tuned service.

Nissen is a catalog and online shopping company which focuses on in-house developed products and boasts over 40 years of experience. We will combine the know-how of this type of mail order business with real Seven & i Holdings stores in order to kick-start our own omni-channel.



### Barneys Japan

High quality and sophistication refined through premium brand strength and unmatched information transmission

As a specialty store handling women's and men's European and American fashion accessories, original brands by Barneys New York as well as global designer brands, we will enhance our brand strength.



### Tenmaya Co., Ltd.

With a history of 185 years, Tenmaya strengthens the responsiveness of local communities backed by its solid foundations in the Chugoku region

Tenmaya Department Store has eight stores in Okayama, Hiroshima and Tottori prefectures. Centering on its subsidiary supermarket, Tenmaya Store, it is engaged in a widerange of distribution businesses. By expanding its scope to respond to the local community with a solid platform established by Tenmaya in the Chugoku region, the company will strengthen its synergy.



### BALS Corporation

Creating synergy by providing for customers new and enriching lifestyles

BALS creates enriching new lifestyles by providing fashionable furniture and interior sundries under the Francfranc brand. Based on our commonly shared "Pursuit of high quality", the company will create synergy through product development.



## Freshly brewed coffee from scratch for the current-day customer

The development of *SEVEN CAFÉ* was a completely new project starting from the ground up. Abandoning any previously acquired insights, we started by asking ourselves, “What kind of coffee do our current customers seek?” We then first determined what the ideal taste would be, and progressed to developing beans, roasting method, and coffee machinery that would bring us to that optimal result. We teamed up with specialist suppliers best capable of reproducing the ideal taste each step of the way. We think this kind of team merchandising is the key to success but we also believe that there is room for improvement regarding current taste. Ceaselessly striving for better taste, the *SEVEN CAFÉ* Team is prepared to face any new challenges.

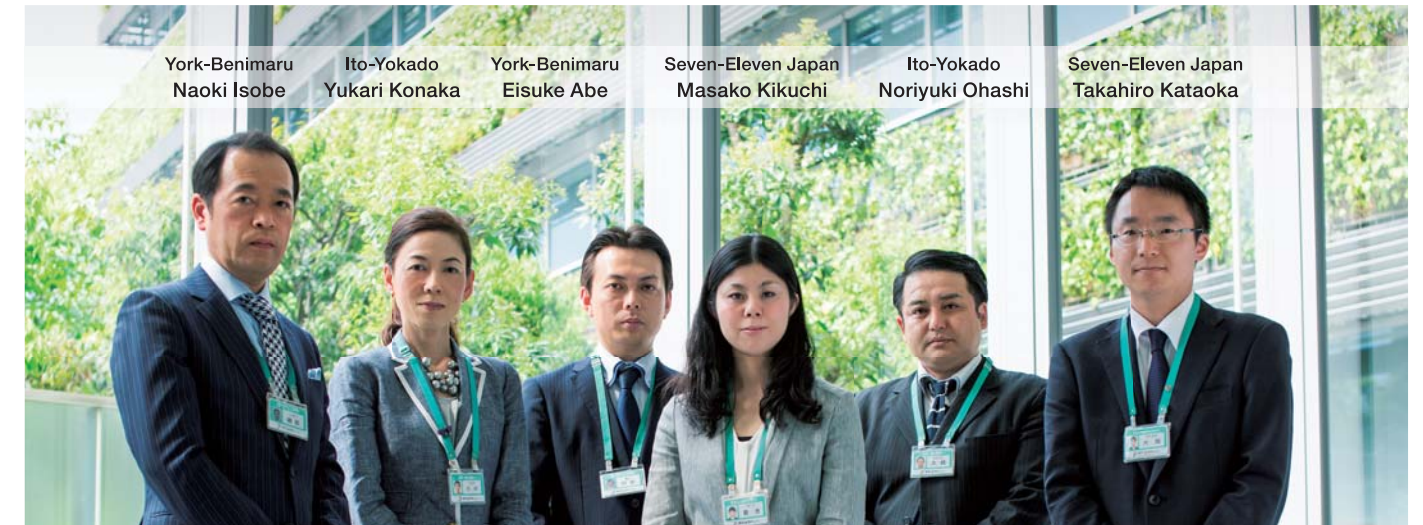
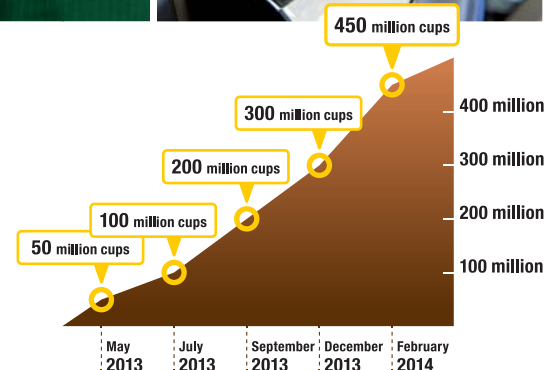
Senior Merchandiser, Fast Food Counter, Fast Food Daily Division, Product Department, Seven-Eleven Japan

**Katsutoshi Kudo**



## Cumulative sales of SEVEN CAFÉ tops 450 million cups

Sales of 7-Eleven’s self-service drip coffee, *SEVEN CAFÉ*, topped 450 million cups in the year or so since its launch. It enjoys a good reputation as authentic drip coffee made with freshly ground beans, paving the way for coffee that is both affordable and delicious. The repeat purchase rate is currently 55 percent, and average sales per store exceed 100 cups a day. We received the Nikkei Superiority Award for Excellent Products and Services 2013 after creating a new so-called “purchasing –coffee-at-convenience-stores” market.



## Striving for “value” and “quality” through our group collaborative product development

There are no shortcuts to product development. We must develop truly valuable products by carefully assessing where customer needs lie, and if there is any room for improvement. Those in our group tasked with product development must collaborate, regardless of business format and join forces with manufacturers by utilizing their optimal skills to develop and deliver our products to customers. Moreover, the journey doesn’t end with product launch. With the belief that taste buds grow dull with constant exposure to the same foods, no matter how delicious - we ceaselessly review our products on a constant quest for improvement.

## Further advancing Seven Premium

*Seven Premium* transformed the PB (private brand) product image by pursuing taste, reliable quality, and safety and security. All the merchandise was jointly developed with leading manufacturers, and we boast a product assortment exceeding 900 items; ranging from food to commodities to clothing.



## Sticking with our motto of “best quality”, Seven Gold continues to achieve solid results

With the concept of “a little bit of luxury” that you can enjoy at home, *Seven Gold* has been developed by striving for optimal taste and quality. Our commitment to quality is highly acclaimed by customers. *Seven Gold* sliced bread achieved astonishing results, with group-wide sales of 35 million loaves a year after its launch, enabling the expansion of the luxury plain bread market.

## The development of a department store PB (private brand) – a pioneer amongst our peers

To break away from the problem of 'homogeneity' that has befallen every department store, Sogo & Seibu was among the first to undertake PB product development. Instead of entrusting the process to manufacturers and warehouse dealers, we have been challenging ourselves to both develop and sell our own in-house brand merchandise.

## Private-brand product development – reinventing the common understanding of a department store The Ever-Evolving *Limited Edition*

Sogo & Seibu utilizes the group strengths of Seven & i Holdings to develop the private-brand product line, *Limited Edition*, through the sharing of materials and production processes. In collaboration with manufacturers of national brands and well-known fashion designers, we provide high-quality fashion and interior goods that meet customer needs.



1. Limited Edition avec mode 2. Limited Edition by ATSURO TAYAMA 3. Limited Edition Pants Shop 4. Limited Edition by Junko Shimada 5. Limited Edition @OFFICE 6. IN THE BAG +

## Product development in which materials are shared between Ito-Yokado and Sogo & Seibu

Ito-Yokado and Sogo & Seibu jointly purchase the finest white cashmere from Inner Mongolia. Leveraging economies of scale as a group, we made it possible to provide high-quality cashmere at reasonable prices. We are working to expand on this kind of collective purchasing to various other products.



## We want to play a role in recycling We want to support Japanese agriculture

Ito-Yokado established *Seven Farm* for two reasons. One is our wish to make efficient use of food residue produced at stores amidst calls for food recycling. The other reason is to help producers stably supply customers with delicious vegetables, despite the declining number of Japanese farmers. Although the farm was launched as a field to grow vegetables for Ito-Yokado, it has now become a venue through which various values are nurtured as well, one where staff members can learn how to grow vegetables and where local children can experience the same, in turn providing them with dietary education.

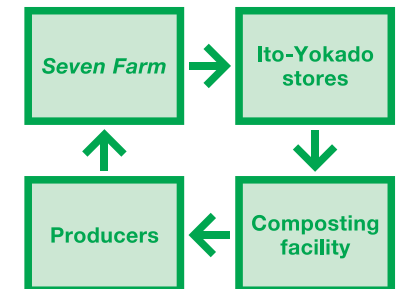
President, *Seven Farm* Tomisato and Senior Merchandiser, Daily Food Department, Ito-Yokado

Yoshihisa Emoto



## The *Seven Farm* circular agriculture system has been expanded to cover ten sites

The circular agriculture system is a recyclable agricultural system whereby compost materials produced from food residue (raw garbage) and discarded by Ito-Yokado stores are taken to and reused at designated farms operated by *Seven Farm*, while farmed goods grown and harvested at such farms are, in turn, sold at stores where food residue is produced. In February 2014, we established our 10th such farm, *Seven Farm Choshi*. This effort was acknowledged and honored with the Ministry of Agriculture, Fishery and Forestry Award as a mark of food industry excellence for 2013.



## Safety and security efforts forging trust with customers

Pursuing deliciousness, safety and security efforts, we sell fresh food, which meet our own criteria as "Food with Traceable Producers" (Ito-Yokado) and "Products with Traceable Production Areas" (York-Benimaru). Data including production history of the products, producers' commentary and recipes is available via personal computers and mobile phones.





**We are here to help solve problems and provide information  
Most importantly, we are always here for you**

At the Sogo & Seibu “Coordinate Station”, we offer cross-brand outfit styling / coordination plans to help customers solve their problems and questions regarding fashion. Customers from all walks of life visit us for help, the elderly and the young, those having dressing trouble their body type, those seeking assistance, advice on what to wear when meeting their boyfriends’ or girlfriends’ parents, etc. Department stores must provide professional and diverse customer services to meet each customer’s specific situation. Therefore, we must strive to accumulate information and knowledge of each brand within the store. In addition, this station is used to provide general information for fashion, whereby staff members are always present and ready to help. We hope to create a department store in which customers can shop at complete ease.

Coordinate Station, SOGO Chiba

Sachi Kobanawa

**As a proud carrier of high-quality products, we wish to convey our dedication to customers**

Ito-Yokado’s clothing department has established four core brands, creating specialty stores that can offer products with total coordination from the start. In lieu of this, we have been recently making a great effort to boost ‘workforce training in terms of customer service’. We assembled an in-store sales force for each venue by region and provide training sessions where trainees learn how to coordinate according to seasonal aspects through coming into physical contact with the actual products. No matter how high the product quality, if our staff don’t understand the value, customers will not be convinced of purchasing the goods either. From that perspective, the human element is ultimately key; namely, the quality of customer service. Ever since we started focusing on customer service, the sales rate for multiple purchases per customer has risen, and likewise with the number of repeat customers. We would like to continue enhancing customer service in order to carefully convey product value, while planning and developing high-quality products.

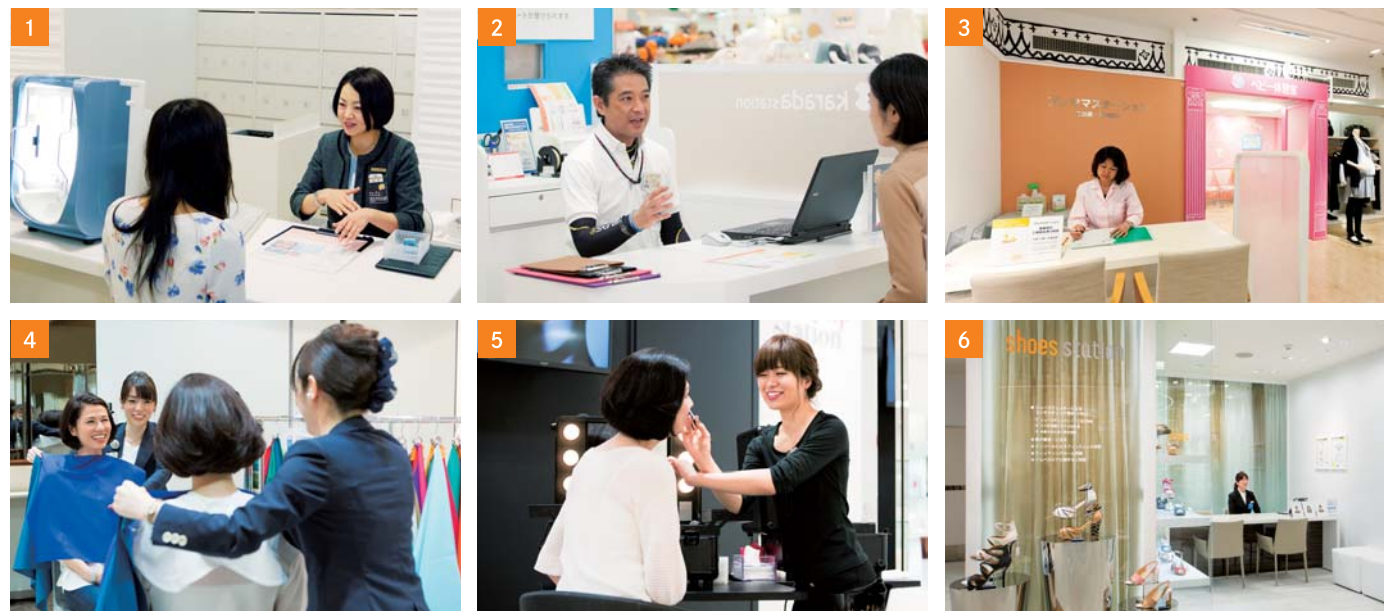
Chief Planner, New Clothing Product Development Department, Ito-Yokado

Naoyuki Fukuda



### Evolution into a solution-focused department store – this has been the work of Sogo & Seibu

Aiming to enhance customer service, Sogo & Seibu strengthened and expanded its service center to handle customer issues and provide them with a more comfortable shopping experience. With the freshly established ‘Makeup Station’ and ‘Shoes Station’, we provide a type of customer service, leveraging expertise from each sales area, that we refer to as ‘Station Service’.



1. Kirei Station 2. Karada Station 3. Premama Station 4. Coordinate Station 5. Makeup Station 6. Shoes Station



### Ito-Yokado’s efforts toward customer service geared towards the establishment of specialty stores

Ito-Yokado has rehailed its private-brand clothing department in order to strengthen casual wear and promote efforts to establish a specialty store for each brand. As part of this project, we made an all-out effort to enhance our customer service. In August 2011, we invited a customer service expert from our group company, Sogo & Seibu, and started customer service training. This helped turn part-time workers into a capable salesperson workforce.

**Not just a product delivery service; Our ‘Delivery Service’ responds to the changing times**

Our ‘Delivery Service’ features a service whereby our staff deliver merchandise directly to customers with precision. As part of the omni-channel, we will launch a service which takes orders for group merchandise, in which our staff will use a tablet to interact with customers, rather than merely delivering the merchandise orders. Thanks to this service, even customers who are unfamiliar with Internet shopping can also enjoy the benefits of a convenient electronic shopping environment with a sense of security. We will continue to expand such services in the future.





**Becoming a support center for customers' daily lives by enhancing the concept of the high-quality "close and convenient" store**

Since customer lifestyles have changed due to changing social structures, such as the increase in the number of senior households, single-person households and families of two, as well as women's participation rate in the workforce, the role that convenience stores play in people's everyday lives have also drastically changed. Along with the concept of "close and convenient", Seven-Eleven Japan is engaged in creating stores that can respond to specific needs voiced by our customers themselves. We aim to make our stores an even greater key component of daily life infrastructure by enhancing marketplace quality. This involves improving our merchandise assortment, including pre-cut vegetables and delicatessen foods, along with implementing new and improved services.



President and COO  
Ryuichi Isaka

**We continue to develop original products that impress customers with each subsequent visit**

7-Eleven's trademarks are our original products boasting diverse product assortment and high quality. Constantly focusing on what customers need and where they want for improvement, we have redoubled our efforts in developing new products and enhancing existing ones. To become a store where customers can always find something new and high-quality, Seven-Eleven will continue to ensure that its original products keep evolving.

**As well as offering delicious food, 7-Eleven's daily products also come with safety and security guaranteed**



Our daily products, centering on onigiri, boxed lunches and delicatessen foods, have been developed with the taste of freshly-made food in mind. We use specially selected quality rice, completely eliminate preservatives and artificial coloring from our daily products, and reduce the level of trans-fatty acids. As well as providing delicious products, we also develop products focusing on safety and security.

**Our collaborative product lines with diverse manufacturers provide 'new value'**

Faced with ever-increasing demands/expectations from discerning customers, to keep providing new and unprecedented value, Seven-Eleven Japan has partnered with various manufacturers in order to develop new products. Our product range includes jointly developed ice candy with Akagi Nyugyo Co., Ltd., "Sweets na Garigarikun Milk Tappuri Tororin Shuaji", "Boss World Seven Blend" by Seven Premium x Suntory, and "Japonais" – a collaborative product with Häagen-Dazs. Leveraging the distinctiveness and technologies of each leading manufacturer, we pioneer product differentiation in the market through our continued production of unrivalled goods.



1



2



3

1. Akagi Nyugyo  
"Sweets na Garigarikun <Milk Tappuri Tororin Shuaji>"
2. Suntory  
"Boss World Seven Blend"
3. Häagen-Dazs  
"Japonais <Vanilla and Toasted Soybean Flour with Brown Sugar Syrup>"

Convenience Store Operations

**7-Eleven**

**To become a convenience store which continues to embody the "close and convenient" motto of the new era at all times**

**Seven-Eleven Japan Co., Ltd.**  
Chairman and CEO Toshifumi Suzuki  
President and COO Ryuichi Isaka  
**Sales volume of all chain stores**  
¥3,781.2 billion  
(fiscal year end February 28, 2014)  
**Number of employees**  
6,567  
(as of February 28, 2014)  
**Number of stores**  
16,622  
(as of May 31, 2014)



**Providing “close and convenient” services as a part of everyday infrastructure**

Since the 2000s, 7-Eleven stores have played an important role in day-to-day lifestyle infrastructure. Along with the service accepting payment for utility bills, commenced in 1987, an ATM service by Seven Bank was launched in 2001. Moreover, in 2011, a free Wi-Fi service, *Seven Spot* was introduced. The service aspect goes even further with the provision of multi-function copiers, and all-encompassing administrative services. In other words, we provide various services that go above and beyond procurement of goods alone.



**Multi-function copier**

In addition to high-quality color photocopies and digital camera photo printing, a multi-function copier handles various functions, ranging from ticketing for entertainment events to administrative services.

**Administrative services  
(Not applicable to all local governments)**

An issuing service for residence certificates, seal registration certificates, family register certificates and tax statements is available.

**Bicycle insurance**

By registering the necessary information, bicycle insurance can be applied for via the multi-function copier, with payment being made at the cash register.

**Expressway bus tickets**

Along with printing out prebooked tickets, purchasing and printing new tickets directly from the multi-function copier is now also possible.

**Tickets for entertainment events**

All tickets, e.g. for sports events, theatrical performances and concerts handled by Seven Ticket and PIA can be purchased.

**Sports promotion lottery tickets**

“toto” and “BIG” are available.



**Seven Bank ATM service**

Seven Bank is affiliated with around 590 banking institutions. Thanks to an exceptional ATM service, it has become more convenient in terms of processing speed and usability. Seven Bank ATMs can be used anytime with a sense of security, just like your very own wallet.



**Seven Spot**

*Seven Spot* is a free Wi-Fi service for smartphones and PCs. You can enjoy free Internet access, as well as original contents, by enrolling as a member.

**Responding to changes in the consumer environment, we have improved on our delivery service**

Amid the recent decline in the number of retail stores, plummeting birth rate and an aging population, the consumption environment of modern society has undergone a drastic transformation. Under such circumstances, Seven-Eleven has been providing a meal delivery service, *Seven Meal*, since 2000. In addition, we launched *Seven Anshin Otodokebin*, a mobile store for people lacking local neighborhood shops, as well as *Seven Rakuraku Otodokebin*, a home-delivery service to deliver items bought within 7-Eleven stores or pre-ordered merchandise via phone to customers' homes in 2011 and 2012 respectively. These initiatives were driven by the goal of achieving precise service, as well as responding to changes in the consumption environment.



**Seven Meal**

A meal delivery service that provides groceries and boxed lunches /delicatessen items cooked under the supervision of a nationally registered dietitian. This service is especially popular among working housewives and the elderly.



**Seven Anshin Otodokebin**

Mobile stores, using special sales vehicles loaded with onigiri, boxed lunches, bread, and drinks, provide services in neighborhoods with fewer retail shops.



**Seven Rakuraku Otodokebin**

A home-delivery service that delivers merchandise purchased at 7-Eleven stores and/or pre-ordered via telephone by the super-compact electric vehicle “COMS”.



**During disasters, we also maintain order in everyday infrastructure with swift correspondence**

Aiming to support administrative services and local revitalization, Seven-Eleven has concluded the Comprehensive Agreements for Regional Vitalization with local governments in various regions. We are always prepared to provide disaster recovery assistance such as in February 2014, when we supported victims affected by heavy snow damage by sending our merchandise supplies via helicopter. We play a role in everyday infrastructure.

**Approximately 500 Kiosks and Heart-in stores of JR West will become 7-Eleven stores**

JR West Group and Seven-Eleven Japan concluded a business collaboration agreement. Existing Kiosks and Heart-in stores at each station will be renewed as 7-Eleven Kiosks and 7-Eleven Heart-in respectively.





Superstore Operations

## Ito-Yokado

**To become a superstore rife with fresh discoveries; bringing quality and value that enrich people's lives through our merchandise and customer service**

### Ito-Yokado Co., Ltd.

Chairman and CEO Toshifumi Suzuki  
President and COO Kazuhisa Toi

**Sales volume**  
¥1,280.6 billion  
(fiscal year ended February 28, 2014)

**Number of employees**  
37,162  
(as of February 28, 2014)

**Number of stores**  
180  
(as of May 31, 2014)

### We strive to create attractive stores through high-quality merchandise and customer service

Customers seek 'quality' and 'luxury' throughout their daily lives, based on ever-diversified lifestyles. We aim for reform in all areas. Targeting product development with added value, we aim for reform in all areas ranging from fashion goods to foods, all at reasonable prices, within customer-friendly sales areas and with high-quality customer service. To promote the omni-channel in particular, it has become even more crucial to convey our value to customers by enhancing our products and customer service. Ito-Yokado strives to become a superstore ahead of its time, enriching customer lifestyles through the interlinking of merchandise, sales areas, and customer service.



President and COO  
Kazuhisa Toi

### From fashion to food, we provide valuable and exclusive merchandise

Targeting product development with freshness and value and matching customer needs with lifestyles, we offer private brands for clothing and food. Harnessing a consistent system of development from the material development stage to the creation of sales areas to customer service, we continue to pursue quality and provide customers with fresh discoveries and satisfaction in their everyday lives.

### Our four coordinate brands distinguished by lifestyle

GALLORIA, Kent, good day and Kinosei Hadagi (functional underwear) are the four coordinate brands which comprise the bulk of our clothing section. We have shifted our product development process, previously focused on clothing type, to a more transverse method; namely product development involving a more collaborative working structure and the inclusion of all development personnel. This initiative has helped accelerate the sharing of information, materials and production sites, as well as promote product development for our SPA (specialty store retailer of private label apparel) business all the while focusing on customer services as carried out by specialty store brands. Customers appreciate the chance to coordinate fashion from top-to-bottom, and even accessories depending on the occasion.



1. GALLORIA 2. Kent  
3. good day 4. BODY COOLER



### Vegetables with Traceable Producers brand, offering various foods with safety and security

Ito-Yokado's food brand, *Vegetables with Traceable Producers*, delivers delicious, safe and secure food to customers. Best of all, every item of food, including vegetables, fruit, meat, fish and eggs is sold in packages with producers' names and portraits, while more producer information and recipes are available on our website. Collaborating with around 5,000 farmers and breeders nationwide, we strive to produce foods which customers can purchase with peace of mind.

**Brimming with variety, we provide a joyful experience, convenience and richness through our sales areas and customer service**

Ito-Yokado focuses on more than just merchandise alone. We also help improve and enrich customers' lives by creating sales areas and specialized services that meet individual customer needs. We also prioritize providing sales areas and services that are constantly one step ahead of the times.



**Coastal Fish Corner is where we sell the best and freshest morning catches from the surrounding sea area**

Partnering with the fishery harbor, we procure super fresh fish caught in coastal waters, providing services just like a local fish store. These include slicing fish to making sashimi and/or filleting fish at customers' request as well as offering recipes and ideas, which are widely well-received.



**Cooking Support; broadcasts tonight's cooking menu and ideas**

We organize a cooking demonstration to introduce seasonal menus and popular flavorings as support for enhancing and enriching your dining table. This service has gained popularity among homemakers and families because it gives them useful pointers on how to plan a meal while they shop.



**Net Super makes shopping easier for career women and senior citizens**

This is a service in which store staff use professional expertise to select in-store products to fulfill online orders, and deliver them to customers from the nearest store in as little as three hours. It is praised by career women, homemakers with children, and senior citizens.



**Anshin Support Shop; boasts a product assortment that supports the lives of senior citizens**

We meet the needs of an ever-aging society. Our product range includes items that support people's active lives and health to nursing and care products to clothing and livingware to food.



**Creating sales areas which meet highly specialized customers' needs**

We aim to help customers rediscover the excitement and fulfillment of shopping through the creation of specialized sales areas such as the health-and-beauty-oriented *Seven Bi no Garden* which offers products ranging from medicines to cosmetics to toiletries, *Kitchen Garden* which offers all sorts of kitchenware, and *Kids Town* – a one-stop shop for children's goods from clothing to toys.



**Operating diverse stores tailored to local markets**

Ito-Yokado implements a kind of store development which ensures that stores are suitable for the environment of any given trade area. Accordingly, we conduct a thorough survey on customers' local market demands. With a variety of different store formats, including large-scale shopping centers like *Ario* as well as urban/smaller grocers committed to high quality, suitable quantity, and user-friendliness/convenience, we can thoroughly respond to customers' various needs.



Large-scale Shopping Center  
Ario



Discount Store  
The Price



Urban DIY Store  
Seven Home Center



Urban grocer



## Creation of a new style of department store ready to take on the omni-channel era

Department stores have long been stereotyped as being indistinguishable from one another. Under such circumstances, Sogo & Seibu strives to stand out amongst its peers through the expansion of private brand (PB) *Limited Edition*, which centers on its privately-developed products. In addition, we also promote the omni-channel strategy by further enhancing our online shopping site, *e. Depart*, and combining our real and virtual shopping outlets for greater customer convenience. By leveraging the infrastructure and expertise of the entire Seven & i Holdings group, we will continue to meet the challenges of creating a totally non-conventional department store.



President  
Takashi Matsumoto

## Limited Edition also enters the second stage

Sogo & Seibu's private brand (PB), *Limited Edition*, which centers on its privately developed products, has been expanded. We focus on the *Limited Edition* brand series, ranging from collaborative collections with designers such as Atsuro Tayama and Junko Shimada to brands like *avec mode* and *Pants Shop* geared towards active senior citizens – the leaders of future consumer spending. The *Limited Edition* is ready to advance to the next stage.



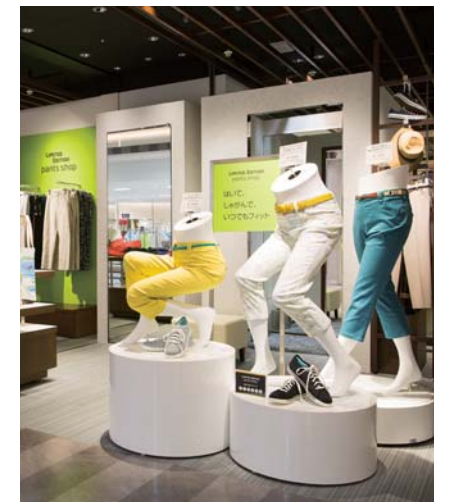
**Limited Edition  
avec mode**

Offering a new approach to couples' style coordination, targeted towards married couples in their 50s overcoming the initial hurdles of parenthood. With the intention of letting couples shop together at ease, assorted menswear, ladieswear, fashion accessories and lifestyle goods are provided.



**Limited Edition  
by ATSURO TAYAMA**

Taking on the role of fashion director, Atsuro Tayama, a leading expert on domestic fashions, launches the pioneering brand, *Limited Edition* in September 2009. High quality fashion is provided at a reasonable price.



**Limited Edition  
Pants Shop**

Taking all kinds of body types into consideration, we offer universally flattering patterned pants for the mature woman. This is the first pants shop of its kind targeted specifically towards older women who continue to seek beautiful and fashion-conscious styling that will compliment them at any age.

Department Store Operations

## Sogo & Seibu

Exclusive products unavailable elsewhere;  
we aim to become a department store that  
provides an exceptional shopping experience

### Sogo & Seibu Co., Ltd.

President Takashi Matsumoto

#### Sales volume

¥789.2 billion  
(fiscal year ended February 28, 2014)

#### Number of employees

9,211  
(as of February 28, 2014)

#### Number of stores

24  
(as of May 31, 2014)

## Supporting women's health and beauty from the inside out *Limited Edition beauty 24*

*Limited Edition beauty 24* helps busy working women whose health has taken a toll regain wellness and beauty from the inside and enables them to lead more vibrant lives. We offer items and suggestions based on seasonal themes that can be integrated into your busy lifestyles with ease.

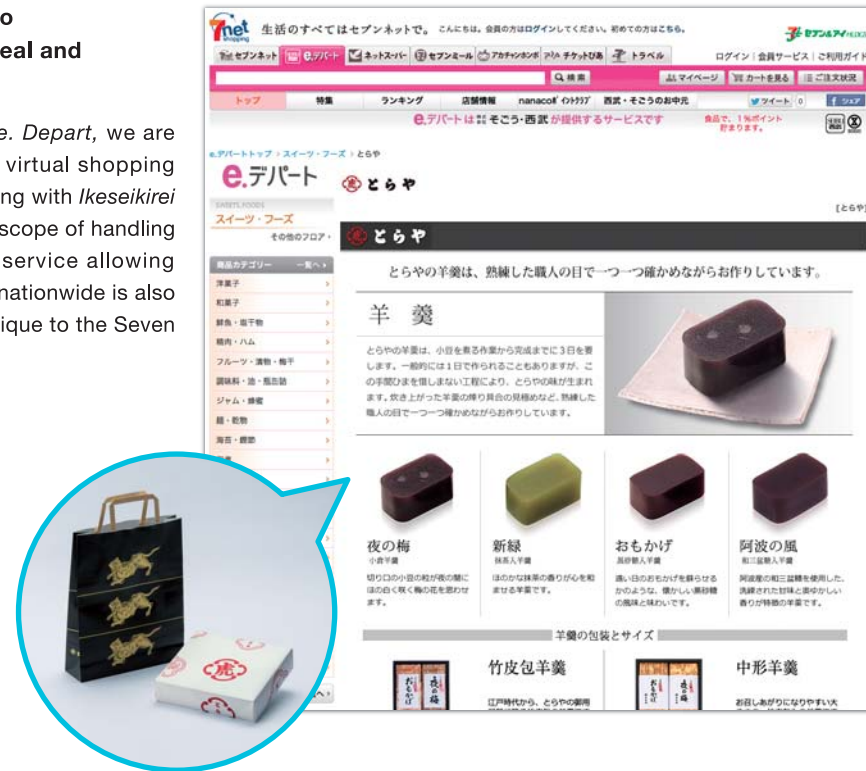


**Improving the value of our products, customer service, and other services as we move towards the omni-channel era**

By offering department store level high-quality and value-added merchandise, sophisticated customer service and other various services, we aim to provide customers with a comfortable shopping venue. Moreover, by establishing an omni-channel platform which utilizes group infrastructure, we will create an even more convenient shopping environment for customers.

**Our efforts for omni-channel with regards to e. Depart, through the combination of our real and virtual shopping platforms**

Utilizing Sogo & Seibu's online shopping site, e. Depart, we are continuing our efforts to combine our real and virtual shopping platforms. Sogo & Seibu started its online shopping with Ikeseikirei to sell cosmetics and has currently expanded its scope of handling to fashion and sweets items. In addition, our service allowing online orders to be picked up at 7-Eleven stores nationwide is also well-received, providing a convenience that is unique to the Seven & i Holdings group.

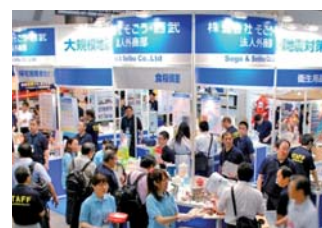


**Our approach to a new type of sales area which meets the various requirements of active senior citizens**

Taking cues from customer feedback, Sogo & Seibu is strengthening its approach toward the active senior market. We are expanding both our product ranges and sales areas, including private brand merchandise which successfully combines trendiness and functionality, brands targeted to seniors, and items such as walking shoes.

**Five pillars of doing business with corporate customers**

Sogo & Seibu promotes business with corporate and institutional customers. Our business is based on five pillars: (1) Promotional items, (2) Uniform-making business, (3) Corporate souvenirs / packaging materials, (4) Suggestions for emergency supplies by our certified disaster-prevention specialists, and (5) Eco-friendly product development.



**We provide high-quality customer service exclusive to department stores**

Sogo & Seibu fosters sales specialists such as fitting advisors, shoe fitters and sake connoisseurs; all of whom are assigned to specific sales areas in order to provide personalized services. In addition, our concierges and gift advisors, well-versed in all aspects of our products, services and sales areas, advise and assist customers to make their shopping experience more comfortable.



Fitting advisor



Shoe fitter



Sake connoisseur



Gift advisor



Concierge





Food Supermarket Operations

## York-Benimaru

To become an inspirational supermarket that stands in our customers' shoes

### York-Benimaru Co., Ltd.

Chairman and CEO Nobutake Sato  
President and COO Zenko Ohtaka

**Sales volume**  
¥374.7 billion  
(fiscal year ended February 28, 2014)

**Number of employees**  
13,267  
(as of February 28, 2014)

**Number of stores**  
194  
(as of May 31, 2014)

### Honoring the daily lives of customers, we aim to revitalize local communities

York-Benimaru strives to achieve our concept: "We must make the daily dining experience of our frequent customers more enjoyable, fulfilling, and convenient." We focus on ensuring the safety and security of products with high quality, reasonable prices, and hearty customer service, and are determined to create a store where customers can find constant inspiration in new discoveries. Under trying circumstances, we regard "change" as opportunity and continue to take on new challenges, while further deepening our bonds with customers and local communities.



President and COO  
Zenko Ohtaka

### Customer service and sales area design that leave a lasting impression

York-Benimaru has begun offering concierge and other services, creating sales areas that give regular and repeat customers a lasting impression. We have adopted the use of prominent display shelves, suggested new menus and provided cooking and food preparation services, as well as absorbed local information in order to bring our stores closer to the lives of those in the community.



### Development of Safe and Secure Products, as pertaining to reliability

We are very conscious about every last detail of taste, quality, freshness and price, as food is a "natural and critical" component to the daily lives of our customers. Accordingly, we promote the development of safe, secure and tasty products, including the Foods Produced in Traceable Production Areas series and Three-star Fruits and Vegetables. In addition to these, we proactively offer products that are produced and consumed locally in an effort to revitalize local industries.



### Homemade taste offering a rich and varied diet to local communities

Striving for a familiar and always-welcome homemade taste, we established a new delicatessen production site in Koriyama in February 2013. Under the supervision of cooking expert, Mr. Ayao Okumura, the deli products are produced using safe and tasty additive-free ingredients and well-selected soup stock, carefully made from natural ingredients, and delivered to the store within the same day.



### Seven & i Holdings' other supermarkets

In addition to York-Benimaru, Seven & i Holdings operates York Mart mainly in the Tokyo metropolitan area (74 stores as of May 2014) along with a specialty food supermarket, THE GARDEN JIYUGAOKA (20 stores as of May 2014).



York Mart



THE GARDEN JIYUGAOKA



Food Service Operations

## Seven & i Food Systems

**Exceptional taste served with a smile –  
bringing satisfaction to all our customers**

### Seven & i Food Systems Co., Ltd.

President and COO Tsuneo Okubo

#### Sales volume

¥78.1 billion  
(fiscal year ended February 28, 2014)

#### Number of employees

11,275  
(as of February 28, 2014)

#### Number of stores

836  
(as of May 31, 2014)

### Enhancing the appeal of the taste, atmosphere and menu; we aim to provide food services that meet social needs

Along with our pursuit of delicious flavor, we uphold fundamental values such as warm/friendly greetings, customer service, and cleanliness. Moreover we strive to make our restaurant synonymous with hospitality through continuing new developments such as health-and-beauty conscious dishes for our increasing amount of female customers, as well as quality-conscious offerings. Finally, we proactively promote the development of new business formats in response to changes in the social environment.



President and COO  
Tsuneo Okubo

#### Providing Hospitality and Refinement in a Comfortable Space – Denny's

At Denny's, we focus on customer service as well as refinement. Recently, there has been increasing demand for family restaurants to serve an additional function as a recreation area for more female and senior users. Accordingly, we are striving to create a hospitable venue where we can better connect with customers through changing the menu items and restaurant atmosphere. Dishes feature the safest and freshest ingredients. We also organize special fairs featuring seasonal hamburgers and pasta, providing an unparalleled dining experience.



Angus Sirloin  
Roast Beef

#### Capturing the "Specialty Shop Taste" – New restaurant format endeavors

In response to contemporary needs, we operate a range of specialty stores to expand the possibilities of eating out. In addition to "Soba-Udon Restaurant Shichifuku Benten An", we introduce a "Gooburg" hamburger restaurant, along with a new type of restaurant, "Denny's SOLAN" within the Tokyo Skytree Town. Our fast food operations also include the "Poppo" outlet.

#### Fast Food Operations

We operate "Poppo", offering Usukawa Koganeyaki (Japanese sweets), takoyaki (octopus dumplings) and ramen noodles at Ito-Yokado and Ario food courts.



Usukawa Ogonyaki

#### Dining and Catering Operations

Utilizing our considerable expertise and resources regarding food service management, our service operations include high-quality catering at employee cafeterias, universities and hospitals, as well as the running of cafeterias in conjunction with 7-Eleven stores.



Denny's SOLAN



Soba-Udon Restaurant Shichifuku  
Benten An



**We continue working on the strategic integration of real and virtual stores and media in order to underscore omni-channel promotion**

Seven & i Netmedia is taking on the challenge of creating a new business model by advancing the group omni-channel project as a presiding company of IT / Services. Through the provision of various services ranging from online shopping to digital contents to event production to the creation of cultural programs and ticketing businesses, we offer a new and innovative appeal to shopping by combining nearby stores with convenient integrated online services, and information power with media.



President  
Yasuhiro Suzuki

**Aiming for a successful omni-channel, we combine the strengths of our group companies**

Centering on Seven & i Netmedia, a project team comprising group-wide and affiliate companies has been organized. Combining the wisdom and strength of our group companies, we strive to accomplish a new style of distribution service which allows customers to enjoy convenient shopping anytime, anywhere and for anything.



**Seven Net Shopping intensifying online services**

At Seven & i group's general EC site, *Seven Net Shopping*, we will intensify our online shopping business as a revenue stream by further increasing our product assortment and streamlining shipping. Combining real and virtual outlets, we will expand our services to enhance customer convenience, allowing orders to be placed online and then received at a real store.



**Media business brings about new values**

Along with integrating group-wide online services, we will bring forth new values and impressions via combined real and virtual platforms, namely media with a service scope including digital contents, the production of joint group events and an Internet advertising business.



IT / Service Operations

**Seven & i Netmedia**

**Steady advancement of the omni-channel through the combination of real and virtual platforms**

**Related businesses providing new services**



**Seven Culture Network**

Seven Culture Network operates recreational classes and travel businesses such as "Seven Culture Club" and "Ikebukuro Community College". We have also established "Seven Tabi net" on the *Seven Net Shopping* site.



**Seven & i Publishing**

Centering on the lifestyle magazine "saita", we publish and sell various mook publications and magazines specializing in lifestyle, hobby and other categories. In collaboration with each Group company, we provide information from consumers' perspectives.



**7 dream.com**

7 dream.com is engaged in providing various services via the multi-function copier installed in 7-Eleven convenience stores and promoting the expansion of such services to our group stores.

# Seven Bank

Providing more readily accessible, reliable and convenient services

### Seven Bank, Ltd.

Chairman Takashi Anzai  
President Kensuke Futagoishi

**Ordinary income**  
¥99.8 billion  
(fiscal year ended March 31, 2014)

**Number of employees**  
458  
(as of March 31, 2014)

**Number of ATMs installed**  
19,836  
(as of May 31, 2014)

### Expanded ATM network within and outside the Group that is even more accessible than before

Seven Bank owns more than 19,000 ATM units, is affiliated with more than 590 banking institutions nationwide and serves around 2 million users a day. The scope of the network now includes not only Seven & i Group stores but also public hubs such as train stations, airports, expressway rest areas, commercial facilities, and security companies. In other words, it has become an integral part of our everyday infrastructure.



### Providing more convenience via an enhanced international money transfer service

The international money transfer service launched in March 2011 has seen a steady growth in the total of transactions handled, reflecting its status as a lifeline for foreigners working in Japan. In February 2013, an international money transfer customer center with the ability to respond to inquiries in nine languages was established. In addition, our support system has also been strengthened. Since 2014, the ATM screen displays text in nine languages, facilitating the service for foreign customers.



### Creating Bank Services that Meet Customer Expectations from customers' perspective

Seven Bank will continue striving to provide more user-friendly and convenient banking services which adequately meet customer needs. We will work to strengthen existing ATM operations by continually expanding the number of units installed, teaming up with more banking institutions and introducing third-generation machines with enhanced capabilities, for even greater convenience. Moreover, we will also focus on promoting new services such as international money transfers and individual customer loans.



Chairman  
Takashi Anzai

# Seven Financial Service

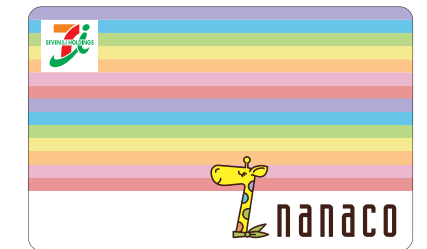
Offering a more convenient service that is chosen by more

### Seven Financial Service Co., Ltd.

President Gen Hashimoto

### nanaco – electric redeemable money, responding to customer needs

As well as *nanaco* – electric redeemable money which also allows users to collect *nanaco* points - we launched a credit card in April 2013, *Seven Card Plus*, with an electronic redeemable money function. Our services have further enhanced convenience for our customers. The total number of *nanaco* cardholders exceeds 30 million, with one billion total accumulated uses. Thanks to increased collaborations with external companies, such as making *nanaco* points exchangeable with ANA frequent flyer miles and teaming up with Yamato Transport, the number of uses per month for *nanaco* exceeded 100 million in March.



### Seven Hoken (Insurance) Shop expanded nationwide

Reflecting the increased demand for insurance consultations, Seven Hoken (Insurance) Shop plans to expand its walk-in type insurance agency operations to 50 stores at our group commercial facilities nationwide. Striving to be a store that even first-time customers can visit with ease, we suggest insurance plans optimized for each customer.



### Operating Services that Touch Daily Lives through the Integration of Distribution and Financial Operations

As the company presiding over Group financial operations, excluding banking, Seven Financial Service is working to develop a new financial business that incorporates distribution services. Our operations cover wide-ranging services, including expanding settlement services for electronic money and credit cards operated by the Group, handling insurance and leases, developing and providing new financial commodities and promoting marketing support using customer data. We aim to provide customers with services intertwined with their daily lives through our business activities.



President  
Gen Hashimoto



Specialty Store for Maternity, Baby and Kids Items

## AKACHAN HONPO

### Targeting a domestic market share of 20%

AKACHAN HONPO boasts a recognition rate exceeding 90% and is a favorite for families with small children. Having celebrated its 80th anniversary in 2012, it is targeting a domestic market share of 20% while accelerating its expansion strategy with global expansion in mind.



### Targeting 200 stores by fiscal 2020

AKACHAN HONPO, supporting childbearing and raising, targets a national market share of 20% and a future sales volume of around 200 billion yen. As for the store opening strategy, we plan to open over ten stores every year by fiscal 2020. We will open up our stores mainly in shopping centers, malls and GMSs (general merchandise stores).



### In addition to product sales, our approach to support for child-raising

Through in-store events such as “Prepapa night tour”, an educational program for dads and “Lecture live”, a live event introducing childbirth preparation goods and trending new products, we hope to win over even more AKACHAN HONPO fans by enhancing our appeal as a venue for communication.



## Specialty Stores

### Strengthening brand power in all categories

### Specialty stores that fortify group synergy with high brand strength

The broad range of specialty stores operated by Seven & i Holdings maintains high brand strength in each industry. Utilizing its unique features, each specialty store delivers the expertise, comfort, convenience and peace of mind required by customers, while further reinforcing brand strength through group synergy and innovation. Moreover, these specialty stores are combined in a way that meets community needs, and have become crucial to boosting the appeal of newer shopping centers.

### Original products with babies' safety and security in mind

With the keywords “safety and security”, “simple and convenient”, “cute, fun and new” in mind, we focus on developing valuable original products. For example, the babywipe “Water 99% Super” series came into being as a result of customer feedback. This product uses 99% ultrapure water, is gentle on babies’ skin, and has proven to be very popular ever since its launch. We are also advancing our product development by always putting customers first, as reflected by the creation of products like useful and easy-to-use baby strollers.



Lifestyle Merchandise Store

## Loft

### Enriching and brightening up your everyday lives

Loft products are both functional and stylish, ranging from beauty and health-related goods and stationery to interior decorations. We aim to become a first-choice store for customers by adding color to people's everyday lives and lifestyles.



### New "Loft &" store opens in Shibuya with a buzz

In November 2013, Loft & opened on the 6th and 7th floors of the Shibuya Seibu Movida Annex. Leveraging the expertise and network of Loft, we will develop new products and events, collaborating with various companies, shops, media and creators. We are creating an exciting store that offers not only merchandise, but also ongoing events such as craft lessons and workshops in which customers can customize items for themselves as well.



### Creating sales areas which explore new possibilities in sundry goods

On the 7th floor, Loft & offers a venue full of creative and fun sundry goods, art and designs. Boasting unique stores such as 'Hyakkuri', which carries miscellaneous designer goods made in collaboration with global creators and sold at fixed prices between 100 and 500 yen, and the '& Fab' (digital processing workshop), where you can customize your purchase with digital processing equipment, we bring the special joy of personalizing/creating goods to our customers.



### A wider range of privately developed products, reflecting customer feedback

We develop original items, such as the anti-aging care product, 'ALTERNATIVE', which uses natural botanical ingredients and the 'Bikyaku-kyu' series, which helps beautify women's legs. Utilizing the manufacturer's technical capabilities, we expand our dedicated Loft product range in collaboration with designers and creators, and aim to be a store that satisfies customers even more.



Music Shop

## TOWER RECORDS

### A store that is always one step ahead, and strikes a chord with music fans

TOWER RECORDS has established unchallenged brand strength by thoroughly implementing a store created by music fans for music fans. We will continue to blaze a trail in the music industry by staying on top of the latest information / hot topics and creating stores that "feel" "alive".



### Bringing you the latest in music news

TOWER RECORDS implemented a full-scale renewal of its Shibuya store in November 2012. Focusing on a renewed store full of realism, our activities ranged from launching a label called 'T-palette Records' (specializing in idols), distributing a free magazine, 'bounce', 'intoxicate', 'tower +' and managing our original streaming media, TOWER REVOLVE PROJECT to transmitting information via SNS such as Twitter and Facebook, Ustream and YouTube. We continue to play a large role in the industry as a base for transmitting music information.



Sports Shop

## OSHMAN'S

### Encouraging a sports-filled life

OSHMAN'S, a sports-select shop concentrating on American sports, offers totally unique sports goods and sportswear. In order for more people to lead richer lives through participation in sports, we reinforce customer service, product assortment and event organization.



Ladies' Fashion Specialty Store

## Mary Ann

### Fashion brands for fashion-forward women

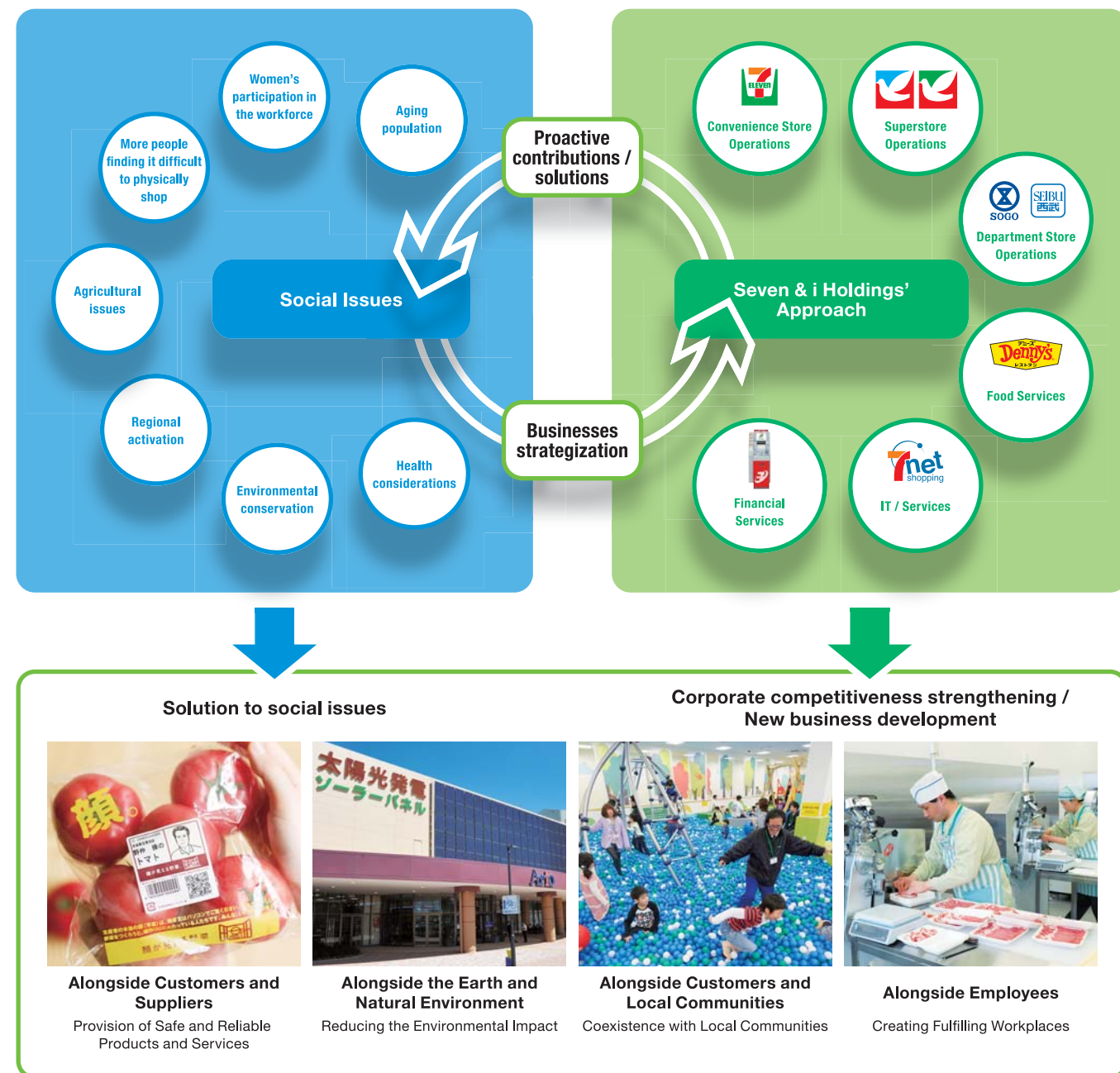
Mary Ann is engaged in the development of two brands – *Dazy Clair* and *DE TER NL*. We reinforce our brand strength by participating in the TOKYO GIRLS COLLECTION and collaborating with popular fashion models and women's magazines.



# Our Approach toward CSR

## CSR Activities Seven & i Holdings is considering

Aiming for a sustainable society, Seven & i Holdings is proactively engaged in CSR activities in response to our rapidly-changing social situation, including global warming and forest issues, coping with the increase in elderly population, developing countermeasures for forecastable disasters, tackling energy and food issues and utilizing our characteristic features of business. Each group company also plans and implements a business strategy toward solving social problems with the characteristics of business and bonds to society in mind. We aim to fulfill our responsibilities toward customers, suppliers, local communities and employees respectively.



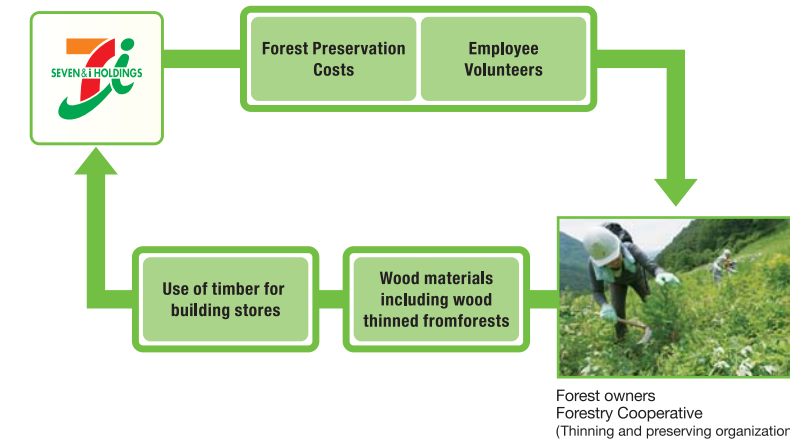
## Toward preserving biodiversity: Seven Forest Project

Seven & i Holdings launched the *Seven Forest Project* in collaboration with a general judicial foundation called the Seven-Eleven Memorial Foundation\*. This is a forest preserving activity, aiming for contributions to help prevent global warming, preserve biodiversity and promote the use of Japanese wood materials. Along with activities to plant trees and grade land, such as tree trimming, which is crucial for forest planting, we engage in mowing and cross-pollination in more than ten nationwide sites in Hokkaido, Nagano, Chiba, Osaka, Hiroshima and Miyazaki.

\* The foundation was established in 1993 for the 7-Eleven store headquarters and franchisees to address environmentally-themed social contributions. Along with 7-Eleven in-store fund raising and funds donated from our headquarters, we address community-based environmental practices.

### Promoting the project via our group-wide strength

Seven & i Holdings' group employees and 7-Eleven store franchisees participate in the *Seven Forest Project* as volunteers. In May 2014, as the first project for the cultivation of the coastal disaster prevention forest, a tree planting activity was carried out in the coastal district of Sendai Bay, which was hit by the Great East Japan Earthquake. Around 150 employees from each group company participated in the project.



### Effective utilization of timber from forest thinning by the Seven Forest Project

Seven & i Holdings proactively uses wood materials obtained from the trimming of timber to build stores, office equipment and merchandise. Such wood materials are also used for recycling boxes and benches installed in Ito-Yokado stores, as well as donation boxes placed in 7-Eleven stores.



# Our Approach toward CSR

## Coexisting with the Earth and Nature; we promote efforts to reduce environmental impact

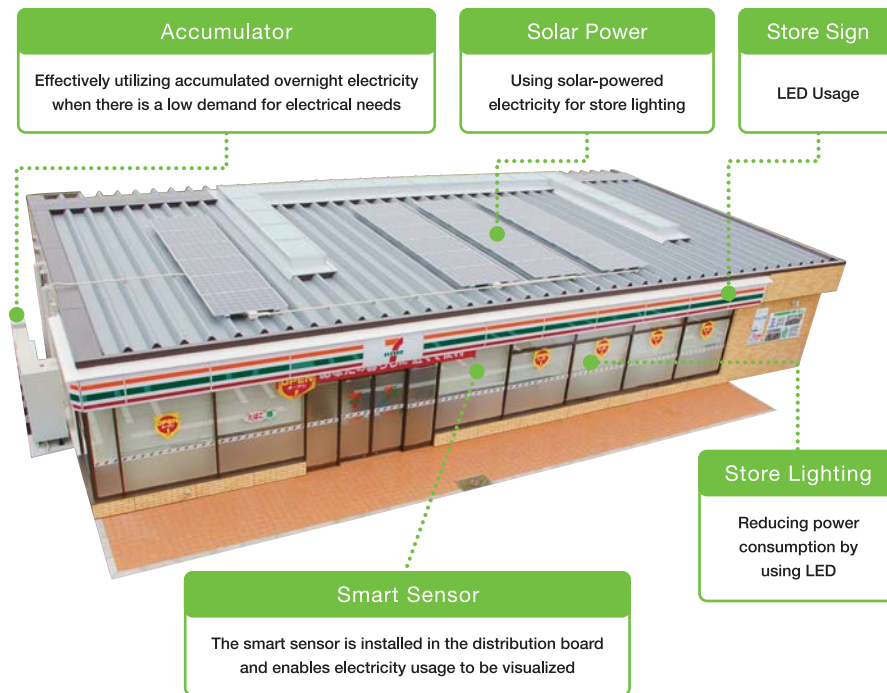
Seven & i Holdings is further reinforcing its environmental countermeasures that have been practiced thus far by each group company, by setting a group CO<sub>2</sub> emission target as part of efforts to prevent global warming. We aim to reduce CO<sub>2</sub> emissions by around 10% by fiscal 2017 through the introduction of energy-saving stores, recyclable energy, and distribution efficiency.

### Seven-Eleven's comprehensive approach toward energy-saving, energy-generation and energy-accumulation

Seven-Eleven has successfully reduced electricity usage by introducing a smart sensor, installing rooftop solar panels and an electric accumulator. Moreover, in 2009, we started to build wooden stores, which have less CO<sub>2</sub> emissions associated with material procurement and construction, and which can reduce industrial waste obtained during demolition work compared to stores with reinforced concrete structures. As of February 2014, we have opened 115 stores based on wooden structures in Hokkaido.



**Wooden structure stores under construction**  
We build wooden structure stores in Hokkaido, using pine trees (*Abies sachalinensis*) grown in Hokkaido in an environmentally friendly and cost-effective manner.



### A shopping center with the latest environmental installations

*Ario Hashimoto* has successfully reduced power consumption by around 50% by introducing Japan's largest scale of 13,000 units of LED lighting fixtures and dimmers. In addition, it has also installed an ice energy storage system, solar power panels, outdoor lights with wind and a solar power generation system, as well as an in-store educational corner where people can learn about energy and environmental conservation. *Ario Ageo*, which was opened in June 2013, is also equipped with an up-to-date environmental installation.



## What we can do to “coexist with local communities” and “create livable communities”

As a member of the local community, Seven & i Holdings addresses regional and social contributions, supporting efforts to create a rich living environment where people can live in peace. We have also concluded the Comprehensive Agreements for Regional Vitalization with local governments and proactively support administrative services and local revitalization.

### Countermeasures in times of disaster; guaranteed provision of a lifeline

The construction of a fuel stockpile base was completed in May 2014, on the premises of the Sugito Distribution Center located in Saitama prefecture. Along with establishing a steady stockpile of 400 kiloliters of fuel, anticipated for use in distributing relief supplies in the event of a disaster, it would also help provide power in the event of a power outage with high aseismic capacity, as forecasted in the event of a great earthquake with a seismic intensity of 7. Moreover, we also introduced the Disaster Map System, which monitors the damage situation of all stores, so that immediate relief may be provided in the event of a large-scale earthquake.



Sugito Distribution Center Stockpile Base

### Support for reconstruction through product sales

The *Tohoku Kakehashi Project*, in collaboration with the local government, has progressed into its third year. We continue supporting areas which were devastated by the Great East Japan Earthquake on a group-wide basis. Moreover, ‘Masaki wakame seaweed’ of which production was started to support reconstruction in Miyako city, became popular with customers and has been sold within our *Vegetables with Traceable Producers* series since 2013.



### Terube Ltd. spearheading the normalization of a company

Under the normalization principle, in which people such as the elderly or those with disabilities can naturally participate in society alongside the healthy and able-bodied, Terube, a special subsidiary company located in Kitami city, Hokkaido, is engaged in the growth of shiitake mushrooms and the printing business. With the company motto “tireless perseverance without discouragement”, we strive to train employees, upgrade our technology, and reap profits even while only operating as a special subsidiary company.



## History

- 1920 March Yokado Clothing Store was opened by Toshio Yoshikawa, uncle of the Honorary Chairman, Masatoshi Ito, in Asakusa, Taito ward, Tokyo.
- 1958 April Yokado Co., Ltd. (currently, Ito-Yokado Co., Ltd.) was incorporated
- 1973 March Ito-Yokado concluded a business alliance with a food supermarket, Benimaru Shoji (currently York-Benimaru Co., Ltd.) based in Fukushima prefecture.
- May Denny's Japan Co., Ltd. was established.
- November York-Seven Co. Ltd. (currently Seven-Eleven Japan Co., Ltd.) was established.
- 1982 February The Business Reform Committee of Ito-Yokado was launched.
- October Seven-Eleven Japan installed the world's largest POS system.
- 1991 March Seven-Eleven Japan acquired 69.98% of the shares issued by Southland Corporation, U.S.A. (currently 7-Eleven, Inc.).
- 1996 December Chengdu Ito-Yokado Co., Ltd. was established in Chengdu, Sichuan Province, China.
- 1997 September A joint venture company, Hua Tang Yokado Commercial Co., Ltd. was established in China.
- 2001 April IY Bank Co., Ltd. (currently Seven Bank, Ltd.) was established.
- 2004 January SEVEN-ELEVEN (BEIJING) Co., Ltd. was established.
- 2005 September Seven & i Holdings Co., Ltd. was established.
- November 7-Eleven, Inc. (U.S.A.) was made a wholly owned subsidiary by Seven-Eleven Japan Co., Ltd.
- 2006 June Millennium Retailing Co., Ltd., which operates SOGO and SEIBU Department Stores, was made a wholly owned subsidiary.
- September York-Benimaru Co., Ltd. was made a wholly owned subsidiary.
- 2007 January Seven & i Food Systems Co., Ltd. was established.
- April Seven & i's unique system, *nanaco* electronic money service was started.
- May Started sales of Seven-Eleven's original brand, *Seven Premium*.
- July Ito-Yokado Co., Ltd. made Akachan Honpo Co., Ltd. a subsidiary.
- 2008 July A consolidated IT / Service business, Seven & i Netmedia Co., Ltd. was established.
- August Agricultural corporation, *Seven Farm Tomisato* was established.
- 2009 January Seven Culture Network Co., Ltd. was established.
- June Seven Health Care Co., Ltd. (currently Seven Bi no Garden Co., Ltd.) was established.
- August Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo & Seibu Co., Ltd. was established.
- December *Seven Net Shopping*, a general online shopping site for the Group, was launched.
- December Seven & i Holdings made a business and capital alliance with PIA CORPORATION.
- 2010 March Seven & i Holdings began a capital participation in Tower Records Japan, Inc.
- July Seven Farm Co., Ltd., the core company for agricultural business, was established.
- December SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established.
- 2011 March Seven Financial Service Co., Ltd. was established.
- 2013 July Seven & i Holdings made a business and capital alliance with the food supermarket, Daiichi Co., Ltd. in Hokkaido.
- December Seven & i Holdings made a business and capital alliance with Nissen Holdings Co., Ltd.
- December Seven & i Holdings made a capital alliance with Tenmaya Store and a business alliance with Tenmaya Co., Ltd.
- December Seven & i Holdings made a business and capital alliance with BALS Corporation.
- 2014 January Seven & i Holdings acquired shares in Barneys Japan.



Yokado Senju store around 1950



In 1973, Seven-Eleven concluded an area service and a license agreement.

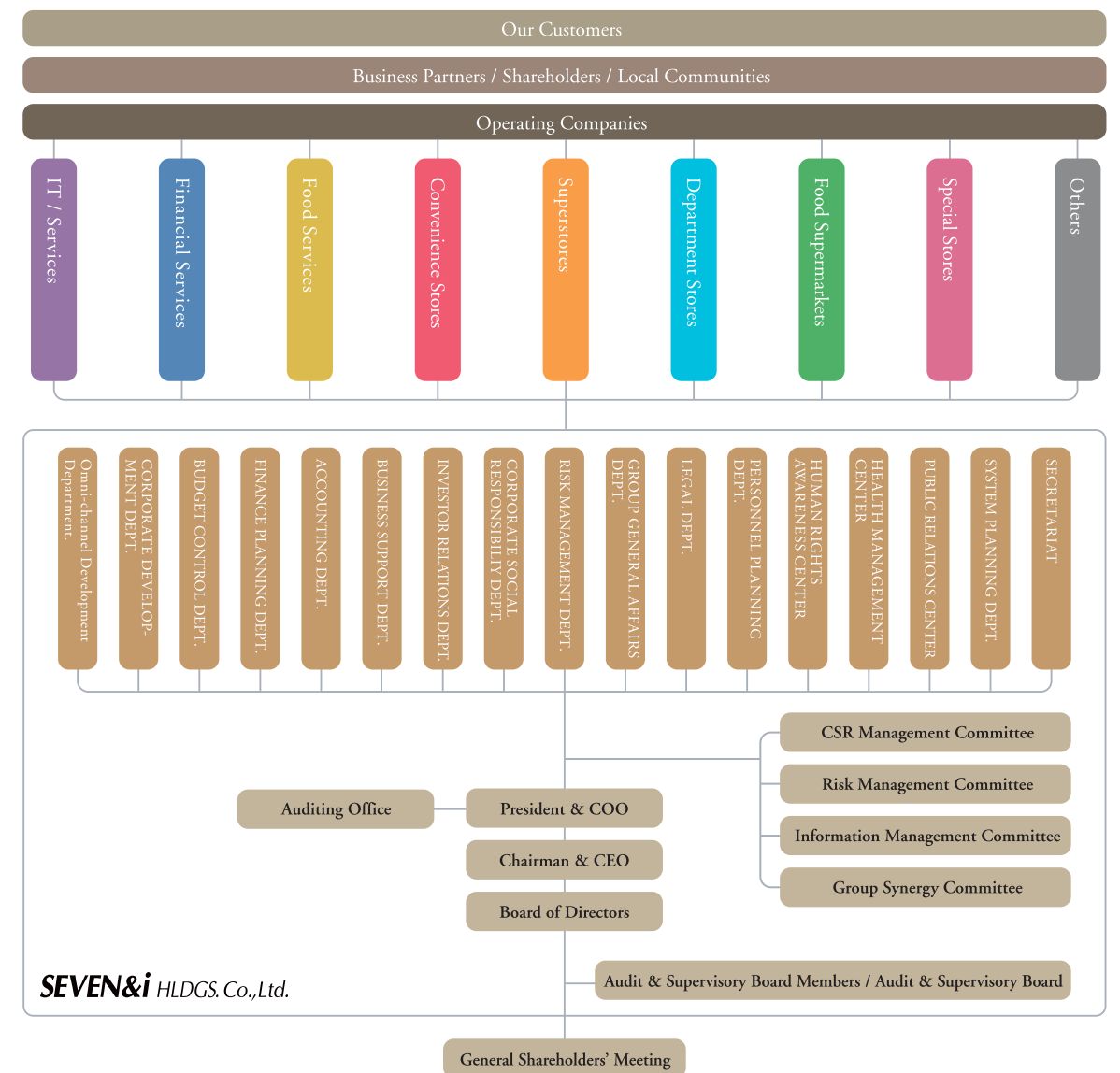


In 1997, Hua Tang Yokado was established.



In 2005, Seven & i Holdings was established.

## Organization Chart



## Directors, Auditors, and Executive Officers

Chairman & Chief Executive Officer (CEO)	Toshifumi Suzuki	Director	Ryuichi Isaka	Full-time Auditor	Hideo Nomura	Executive Officer	Yoshihiro Tanaka
President & Chief Operating Officer (COO)	Noritoshi Murata	Director	Takashi Anzai	Full-time Auditor	Tadao Hayakawa	Executive Officer	Masataka Tosaya
Managing Executive Officer & Chief Administrative Officer (CAO)	Katsuhiko Goto	Director	Zenko Ohtaka	Auditor	Yoko Suzuki*	Executive Officer	Akira Miyakawa
Director & Executive Officer	Tsuyoshi Kobayashi	Director	Scott Trevor Davis*	Auditor	Tsuguoki Fujinuma*	Executive Officer	Kazuyo Sohda
Director & Executive Officer	Junro Ito	Director	Yoshio Tsukio*	Auditor	Kazuko Rudy*	Executive Officer	Katsutane Aihara
Director, Executive Officer & Chief Financial Officer (CFO)	Kunio Takahashi	Director	Kunio Ito*	Managing Executive Officer	Takashi Matsumoto	Executive Officer	Seiichiro Sato
Director & Executive Officer	Akihiko Shimizu	Director	Toshiro Yonemura*	Managing Executive Officer	Kazuhisa Toi	Executive Officer	Shinobu Matsumoto
				Managing Executive Officer	Tsuneo Okubo	Executive Officer	Hisataka Noguchi
				Executive Officer		Executive Officer	Kimiyoshi Yamaguchi
						Executive Officer	Yasuhiro Suzuki

(as of May 22, 2014) An asterisk (\*) indicates that this person is an outside director or auditor.



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