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## Corporate Profile 2018–2019



**SEVEN&i** HLDGS. Co., Ltd.

8-8 Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan  
Tel. +81-3-6238-3000

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Message from the President

Seven & i Holdings covers a globally unrivaled, diverse range of business categories, including convenience stores, superstores, department stores, specialty stores, and financial services, and we have a global network of stores that includes more than 67,000 stores in total, with approximately 64 million customer visiting our stores every day. By effectively using the Group synergies created by our wide range of business areas, we are able to serve as a social infrastructure that supports the daily lives of our customers, as well as contribute to the development of the retail services as an innovator.

Today, with the rapid evolution of digital technologies and the expansion of the information and communications systems that now underpin society, the face of retail services in Japan is changing dramatically. We are responding to these changes by working even harder than before to improve the services that we provide to our customers. By utilizing our store network and information systems that we have built up over the years, our business infrastructure in terms of logistics and more, our ability to offer products and services that meet the needs of customers at different life stages, and our human resources cultivation expertise, we are responding to these changes in Japan's retail services. In addition, we are actively working to foster collaboration with external experts and other companies, so as to further enrich the range of contact points with individual customers, as well as develop new markets.

We are also responding to changes in society's needs driven by the increase in the number of working women, the trend towards low birthrate and the aging of the population, as well as the emergence of global scale environmental issues. To do this, we are incorporating the environmental, social and corporate governance (ESG) perspective into our management and business activities, and by seeking to develop solutions for the problems affecting society. Furthermore, we are also making a concerted effort to build new business models and new store designs that will contribute towards the realization of the United Nations' Sustainable Development Goals (SDGs) and towards the achievement of sustainable growth for society.

Going forward, the Seven & i Group will continue working as one in accordance with our Group Creed—which emphasizes the values of trust and sincerity—towards creating new value in response to the major changes taking place in society. We will also continue to demonstrate sincerity in our relationship with customers and other stakeholders, and strive to further strengthen the relationship of trust that we have with them.

Ryuichi Isaka  
President and Representative Director  
Seven & i Holdings Co., Ltd.



Group Creed

- We aim to be a sincere company that our customers trust.
- We aim to be a sincere company that our business partners, shareholders and local communities trust.
- We aim to be a sincere company that our employees trust.

The Seven & i Group by the Numbers

The roles played by the retail sector have become more diversified in response to the changes taking place in the wider social environment.  
The Seven & i Group strives to create both social value and corporate value through its core businesses by effectively using the Group's various functions.

Group's Total Sales

11,048.2 billion yen

(Figure includes the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees; fiscal year ended February 28, 2018.)

Employees (consolidated)

149,414

Number of employees as of the end of February 2018  
Figure includes part-time workers (converted to the equivalent in full-time workers, assuming average working hours of 163 hours per month for a full-time worker)

Global Network (18 countries and regions)

Approx. 67,600 stores

Number of stores as of the end of May 2018  
(the end of March 2018 for overseas)

Consolidated Operating Income

391.6 billion yen

(Fiscal year ended February 28, 2018)

Seven Premium (Annual sales)

1,320.0 billion yen

(Fiscal year ended February 28, 2018)

Seven Premium (Total number of items)

3,900 items

(Fiscal year ended February 28, 2018)

Percentage of Female Managers (Section Manager or Higher)

23.1%

Total for eight companies:  
Seven & i Holdings  
Seven-Eleven Japan  
Ito-Yokado  
York-Benimaru  
Sogo & Seibu  
Akachan Honpo  
Seven & i Food Systems  
Seven Bank  
(As of the end of February 2018)

Percentage of People Employed with Disabilities

2.66%

The Group employment rate applies to five companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado and Seven & i Food Systems.  
(As of June 2018)

Number of Comprehensive Alliance Agreements with Local Governments

160 government bodies

(As of the end of May 2018)

Number of PET Bottles Collected

The equivalent of approx. 237 million bottles

7-Eleven, Ito-Yokado, York-Benimaru and York Mart have installed a combined total of 701 automated PET bottle recovery machines (as of the end of February 2018)

# Over 67,000 Stores in 18 Countries and Regions Worldwide.

## Seven & i Group has Grown into a Global Brand.

We now operate convenience stores, superstores, department stores, specialty stores and more in 18 countries and regions including Japan.

We use our global network of stores to deliver new value and high-quality services to our customers.



Total Number of Group Stores

Approx. **67,600** stores

Total Number of Customer Store Visits

Approx. **64** million people/day

Approx. **520** stores

- Norway (7-Eleven)
- Sweden (7-Eleven)
- Denmark (7-Eleven)



Europe

Approx. **32,650** stores

- China (7-Eleven, Chengdu Ito-Yokado, Hua Tang Yokado, Sogo)
- South Korea (7-Eleven)
- Taiwan (7-Eleven, Sogo)
- Malaysia (7-Eleven, Sogo)
- Indonesia (Sogo, SEIBU)
- Philippines (7-Eleven)
- Singapore (7-Eleven)
- Thailand (7-Eleven)
- Vietnam (7-Eleven)



Asia



Japan



UAE

**13** stores

United Arab Emirates (7-Eleven)

Australia

Approx. **680** stores

Australia (7-Eleven)

Approx. **11,900** stores

- U.S. (7-Eleven)
- Mexico (7-Eleven)
- Canada (7-Eleven)



North America

Number of Stores

Approx. **21,850** stores

7-Eleven, Ito-Yokado, York-Benimaru, Sogo, SEIBU, Denny's, LOFT, etc.

Total Number of Customer Store Visits

Approx. **23** million people/day

Number of stores as of the end of May 2018 (the end of March 2018 for overseas)  
Total number of customer store visits as of the end of February 2018



# Our Group's Progress Stems From Our History of Undertaking Challenges and Innovating

Our Group has continued our efforts to reform domestic retail systems.

We have implemented more than 100 world-first, Japan-first and industry-first projects. These introduction of Japanese-style convenience stores, systems for combined distribution, acting for payment of public utility charges, the introduction of information systems and the creation specializes in account settlement. This ability to undertake new challenges is inherent in our something we will continue to demonstrate in the future.

## 2005



### Establishment of Seven & i Holdings

Seven & i Holdings was established in September 2005, with the aim of sharing infrastructure and business expertise between Group operating companies in order to generate synergies.



### 7-Eleven, Inc. Made a Wholly Owned Subsidiary

Since being made a wholly owned subsidiary in 2005, experience accumulated in Japan has been utilized when introducing operations to improve the accuracy of item-by-item management, product development and store development. New store openings in high-growth regions are moving forward through aggressive mergers and acquisitions and other efforts.

## 2012



### Launch of 7-Eleven's Seven Easy Delivery

This service was started using COMS electric mini-cars to deliver practically all 7-Eleven products to customers' homes and workplaces.

## 2013



### Start of SEVEN CAFÉ

SEVEN CAFÉ was launched, offering customers authentic flavored coffee, individually ground and brewed. SEVEN CAFÉ opened up a new concept and market for convenience store coffee.

## 2007



### Creation of "nanaco" Electronic Money

nanaco was introduced in April 2007 in approximately 1,500 7-Eleven stores. The card design is of a rainbow "bridge" that connects the customers with the store.

include the as a receiving agent of Seven Bank, which Group, and is



### Launch of Seven Premium

Our launch of *Seven Premium* in May 2007 consisted of 49 items. *Seven Premium* created new value through the adoption of an approach completely different from that of conventional private brands. This approach emphasizes the Japanese *monozukuri* tradition of careful attention to detail.

## 2015



### Grand Opening of Omni7

In November 2015, we launched *Omni7*, an Omni-Channel uniting a wide variety of real stores and the Internet. This new type of shopping surpasses the boundaries of conventional Internet commerce, allowing customers to enjoy shopping anytime, anywhere.

## 2018



### The Seven Mile Program was launched

The *Seven Mile Program*, which allows points to be saved across Group companies, was launched in June 2018. This Program delivers a new shopping experience for customers.

### Expansion of Seven Bank ATMs

Seven Bank provides an ATM service that can be used anytime, anywhere, by anyone, safely and securely. Domestically, there are now more than 24,000 ATMs installed, used by approximately 2.2 million people daily.



2005	Sep.	Seven & i Holdings was established.
	Nov.	7-Eleven Inc. was made a wholly owned subsidiary by SEVEN-ELEVEN JAPAN CO., LTD.
	Dec.	Business collaboration with Millennium Retailing, Inc. (later Sogo & Seibu Co., Ltd.)
2006	Jun.	Millennium Retailing, Inc. was made a wholly owned subsidiary.
	Sep.	York-Benimaru Co., Ltd. was made a wholly owned subsidiary.
2007	Jan.	Seven & i Food Systems Co., Ltd. was established.
	Mar.	Global number of 7-Eleven stores becomes the world's largest number of chain stores in the retail sector.
	Apr.	"nanaco," the first ever electronic money service created by a retailer, was started.
	May	Seven Premium, our Group-wide private brand, was launched.
	Jul.	Akachan Honpo Co., Ltd. made a wholly owned subsidiary.
2008	Dec.	NittleSeven Co., Ltd. was established.
	Jul.	Seven & i Net Media Co., Ltd. was established.
2008	Aug.	Business and capital alliance made with AIN PHARMACIEZ INC.
		Seven Farm Tomisato Co., Ltd. was established.
2009	Jan.	Seven Culture Network Co., Ltd. was established.
	Jun.	Seven Health Care Co., Ltd. was established.
	Aug.	Sogo & Seibu Co., Ltd. was established.
	Dec.	Business and capital alliance made with PIA Corporation. Seven Net Shopping, a general Group online shopping site, was launched.
2010	Feb.	Administrative service for issuing copies of resident certificates and certificates of registered seals started at 7-Eleven.
	Mar.	Began capital participation in Tower Records Japan Inc.
	Jul.	Seven Farm Co., Ltd., the core company for our agricultural business, was established.
	Sep.	Seven Premium Gold products launched.
	Dec.	SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established.
2011	Mar.	Seven Financial Service Co., Ltd. was established.
	May	7-Eleven's Seven Safe Delivery Service mobile sales service was launched.
2012	Jan.	Total sales for all domestic 7-Eleven stores exceeded three trillion yen for the first time for any domestic retail chain.
	Jul.	7-Eleven's Seven Easy Delivery was launched using COMS, electric mini-cars.
	Dec.	Grand opening of "7 Spot" free in-store Wi-Fi service.
2013	Jan.	SEVEN CAFÉ launched.
	Jul.	Business and capital alliance made with DAICHI CO., LTD.
	Dec.	Business and capital alliance made with Nissen Holdings Co., Ltd.
		Capital alliance made with Tenmaya Store Co., Ltd., and business alliance made with Tenmaya Co., Ltd.
2013		Business and capital alliance made with BALS CORPORATION (now Francfranc Corporation).
2014	Feb.	Operating income exceeded 300 billion yen for the first time for a Japanese retailer.
	Mar.	Monthly transactions of "nanaco" exceeded 100 million uses. Partnership between 7-Eleven and JR West Group for operating stores in stations started.
	May	Establishment of the first fuel stockpile base by a domestic retail business in case of large-scale natural disasters.
	Jul.	Number of installed Seven Bank ATMs exceeded 20,000.
	Dec.	Started first duty free service in the convenience store industry.
2015	Feb.	Barneys Japan Co., Ltd. made a wholly owned subsidiary.
	Mar.	Business alliance made with Kansai-based food supermarket MANDAI CO., LTD.
	Nov.	Grand opening of Omni7 shopping site.
2016	Aug.	Nissen Holdings Co., Ltd. made a wholly owned subsidiary.
2017	Jul.	Business alliance made with ASKUL Corporation.
2018	Apr.	Business alliance made with Izumi Co., Ltd.
	Jun.	Seven Mile Program launched. Seven & i Data Labs launched.
		Seven Pay Co., Ltd. was established.
	Jul.	Business alliance made with Odakyu Electric Railway Co., Ltd. and with Odakyu Shoji Co., Ltd. Business alliance made with Zoshinkai Holdings Inc.

Domestic Convenience Store Operations

Driving the evolution of the convenience store to always stay one step ahead of changing times.

- SEVEN-ELEVEN JAPAN CO., LTD.  
[20,385 stores]
- SEVEN-ELEVEN OKINAWA Co., Ltd.  
Seven-Meal Service Co., Ltd.  
Seven Net Shopping Co., Ltd.  
7dream.com  
SEVEN-ELEVEN HAWAII, INC.  
[65 stores]
- SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.  
SEVEN-ELEVEN (BEIJING) CO., LTD.  
SEVEN-ELEVEN (CHENGDU) CO., LTD.  
SEVEN-ELEVEN (TIANJIN) CO., LTD.  
[244 stores]  
[82 stores]  
[122 stores]

Overseas Convenience Store Operations

Striving to provide convenience that meets customers' needs. Continuing to enlarge the scale of our global expansion.

- 7-Eleven, Inc. [9,696 stores]

Department Store

Providing the services you expect from department stores with unmatched originality and excitement.

- Sogo & Seibu Co., Ltd.  
● Sogo [7 stores]  
● SEIBU [8 stores]
- IKEBUKURO SHOPPING PARK CO., LTD.  
GOTTSUOBIN CO., LTD.

Financial Services

Providing financial services that are closely integrated with consumers' daily lives, including ATM operations, electronic money service, credit card services, insurance, and more.

- Seven Bank, Ltd. [24,481 ATMs\*]  
Seven Financial Service Co., Ltd.  
Seven Card Service Co., Ltd.  
Seven CS Card Service Co., Ltd.
- Bank Business Factory Co., Ltd.  
Seven Payment Service, Ltd.  
Seven Pay Co., Ltd.  
FCTI, Inc.  
\*Number of ATMs installed.

The Seven & i Group is Contributing to the Sustainable Development of Society Through the Creation of New Value

By integrating a wide variety of different retail promoting retail services innovation that makes growth of society. In particular we are strengthening We are also contributing to the solution of social customers living in rural areas who find it resources more efficiently. By striving to create appeal to customers, and also contribute we are also making a contribution Nations' Sustainable Development

\*ESG: Environmental, Social and Corporate Governance.

business categories, Seven & i Group is a positive contribution towards the sustainable measures that embody an ESG\* perspective. issues by providing shopping support for difficult to visit our stores and utilizing retail services which provide new value, towards society's growth and development, towards the realization of the United Goals (SDGs).

Superstore Operations

Using products, services and store development to create "community superstores" that meet local needs.

- Ito-Yokado Co. Ltd.  
(including 3 stores operated by Marudai Co., Ltd.)  
[167 stores]  
York-Benimaru Co., Ltd.  
[222 stores]  
York Mart Co., Ltd. [80 stores]  
SHELL GARDEN CO., LTD.  
[24 stores]  
K.K. Sanei [1 store]  
Life Foods Co., Ltd.  
IY Foods K.K.
- York-Keibi Corporation  
Seven Farm Co., Ltd.  
Ito-Yokado (China) Investment Co., Ltd.  
Chengdu Ito-Yokado Co., Ltd.  
[7 stores]  
Hua Tang Yokado Commercial Co., Ltd.  
[1 store]  
DAIICHI CO., LTD. [23 stores]  
Tenmanya Store Co., Ltd. [47 stores]

Specialty Store Operations

A wide range of specialty stores. In each segment, we demonstrate the power of trusted brands.

- Akachan Honpo Co., Ltd. [112 stores]  
THE LOFT CO., LTD. [113 stores]  
Seven & i Food Systems Co., Ltd.  
● Restaurants (Denny's) [375 branches]  
● Meal provision service [207 branches]  
● In-store, specialty stores, and others [162 stores]
- Nissen Holdings Co., Ltd.  
Barneys Japan Co., Ltd.  
[12 stores]  
Oshman's Japan Co., Ltd.  
[8 stores]  
Francfranc Corporation  
[140 stores]  
Tower Records Japan Inc.  
[79 stores]

Other Operations

Collaborating with other Group companies to develop services that provide real value.

- Seven & i Net Media Co., Ltd.  
Seven & i Publishing Co., Ltd.  
Seven Culture Network Co., Ltd.  
Seven & i Create Link, Ltd.  
Seven & i Asset Management Co., Ltd.
- Yatsugatake Kogen Lodge Co., Ltd.  
Terube Ltd.  
PIA Corporation

Figures in parentheses denote the number of stores as of the end of May 2018 (the end of March 2018 for overseas stores)



# Taking on the Challenge of Retail Innovation in Order to Open up a Path to a Sustainable Future

## Providing a More Enjoyable, More Stimulating Shopping Experience

Our dedication to quality stores, sales floor designs, and outstanding customer service, have been attracted around 23 million customers every day. Our original products are developed through distinctive merchandising strategies in collaboration with leading vendors. These strengths, which the Seven & i Group has built up over the years, are used to provide customers with a brand-new shopping experience characterized by an unprecedented level of quality.



## Making Our Relationship with Our Customers Even Stronger

### Implementing a CRM\* Strategy That Makes Effective Use of Group Synergies

In 2018, the Seven & i Group launched the new *Seven Mile Program*, which extends across several companies in the Group. At the same time, both 7-Eleven and Ito-Yokado introduced new smartphone apps. With the issuing of a Group-wide ID, called "7iD", we are able to provide integrated, cross-industry services and deliver a whole new kind of shopping experience, by providing customers with information tailored to meet their individual lifestyles and shopping preferences. In this way, we are enhancing our role as a partner for our customers by being closely linked to their lives.

\*CRM: Customer Relationship Management.



With *Omni7*, orders can be placed anytime, anywhere.

We use items made from recycled PET bottles and forest thinning materials.

Providing a rich quality to meet the needs of customers in the community  
**Superstores**

Environmentally-friendly stores  
Installation of solar panels on roofs and in parking lots.

Taking the concept of "Close and Convenient" to a whole new level  
**Convenience Stores**

Ito-Yokado's *Net Supermarket* online shopping service delivers products carefully selected by expert professionals in each sales section.

Offering an exciting range of choices for your daily meal  
**Supermarkets**

Linking physical stores and online shopping to provide maximum convenience  
**IT/Services**

"Seven Nanairo Nursery School" are really helpful for families with young children.

Financial services that are closely linked to people's daily lives

Offering a completely new and exciting shopping experience  
**Department Stores**

COMS electric mini-cars provide home delivery service.

Making it easier for customers to do their shopping with *Seven Safe Delivery* mobile sales service.

Providing delicious food and putting a smile on people's faces  
**Restaurants**

Meeting the needs of a wide range of different lifestyles with a commitment to quality  
**Specialty Stores**

Providing the support needed to create attractive stores  
**Real Estate/Security**

## Strengthening Our ESG

We have incorporated an ESG (Environmental, Social and Governance) perspective into our business activities. By expanding the utilization of renewable energy, ensuring efficient utilization of resources, implementing sustainable procurement, launching shopping support services for customers who live in rural areas, promoting diversity, and other initiatives we are contributing towards the realization of the United Nations' Sustainable Development Goals (SDGs) through our core business operations.

## Utilizing New Technology to Revolutionize the Working Environment

We are working to develop human-centric retail services that strengthen our links with the customer. To this end, we have been actively adopting advanced digital technology to enhance the productivity of our operations, striving to create a working environment in which employees can focus on those tasks that require creativity, including store design, product development, customer service provision and more. To take just a couple of examples, 7-Eleven was the first company in the convenience store industry to introduce RFID inspection technology (with RFID, products have electronic tags attached to them so that all necessary information can be read using automatic wireless recognition), and Ito-Yokado has been carrying out verification testing of a new ordering system that utilizes AI. These kinds of initiatives substantially reduce employees' workload, creating a new framework in which employees can focus on customer service.

## Contributing to the Solution of Society's Problems through the Creation of New Value

### Strengthening Our Links with Other Companies

By using our existing business foundations to work together with other companies in various industries, the Seven & i Group is expanding our ability to provide infrastructure functions that are closely related to customers' daily lives. Responding to changes in society such as the trend towards smaller families, the aging of the population and the increase in the number of working women, we are actively working to provide shopping related solutions to issues that are affecting society. For example, as part of these efforts, we have launched several new services, including the *IY Fresh* e-commerce service (focusing mainly on perishable foods) developed in collaboration with ASKUL Corporation, and "7-Eleven *Net Convenience Store*" home delivery service, developed in partnership with Seino Holdings Co., Ltd. and NTT DATA Corporation.



With this service, which makes effective use of the inventory of 7-Eleven stores, orders can be placed easily by smartphone, and delivered in as little as two hours.



# Developing Stores That Provide Different Kinds of Value to Meet the Needs of Society and Our Customers

## Convenience Stores



### Seven-Eleven Japan

#### Convenience Stores That Always Stay One Step Ahead of Changing Times

Seven-Eleven Japan strives to maintain high quality standards in every aspect of its operations, including products, services, store design, branch opening, and more. The company is constantly promoting innovation that will enable the company to maintain its leading position in retail services. In 2018, the total number of 7-Eleven stores in Japan rose to over 20,000. It has also begun implementing of a new digital strategy that will attract more customers to its physical stores through the introduction of new apps that provide

heightened convenience for customers. 7-Eleven is also steadily expanding its range of new services that contribute towards the solution of local issues and social problems, including bicycle sharing services, installation of PET bottle recovery machines and more. It is also implementing more measures that embody the 7-Eleven philosophy of "Close and Convenient," further strengthening the role that the company plays by providing infrastructure that supports customers' daily lives.



#### SEVEN-ELEVEN JAPAN CO., LTD.

President	: Kazuki Furuya
Total Store Sales	: 4,678 billion yen (fiscal year ended February 28, 2018)
Established	: 1973
Paid-in Capital	: 17.2 billion yen (as of February 28, 2018)
Number of Stores	: 20,260 (as of February 28, 2018)
Number of Employees	: 8,886 (as of February 28, 2018)

## Convenience Store Operations (Overseas)



### 7-Eleven, Inc.

#### Opening Stores in New Regions and Strengthening the "7-Eleven" Brand on a Global Scale

7-Eleven continues to expand as a global brand, and now operates in 17 countries and regions around the world. As an area licensor responsible for overseeing store openings in North America, 7-Eleven Inc. is implementing a new growth strategy in response to changes in the consumer market. Besides expanding the variety of food and beverage products available in 7-Eleven stores, increasing the number of

private-brand products available, implementing 7-Eleven's digital strategy, and more. 7-Eleven Inc. is also strengthening its ability to respond to the needs of the local community. By effectively combining new store openings with M&A activity, 7-Eleven Inc. is actively establishing new stores in regions with high growth potential and is further strengthening the growth trajectory of the chain as a whole.



#### 7-Eleven, Inc.

President & CEO	: Joseph M. DePinto
Total Store Sales	: 3,134.4 billion yen (fiscal year ended December 31, 2017)
Established	: 1927
Paid-in Capital	: \$13,000 (as of December 31, 2017)
Number of Stores	: 8,670 (as of December 31, 2017)
Number of Employees	: 17,877 (as of February 28, 2018)

## Superstores



### Ito-Yokado

#### Creating Superstores That Embody Fashionable Living and Serve as Hubs for the Local Community

Ito-Yokado is working actively to meet the needs of customers and local communities by overhauling its sales floor design. This entails a radical transformation of food sales floors that includes the expansion of Ito-Yokado's vibrant delicatessen corner and eat-in corner areas. Besides implementing product line-ups and sales floor designs that reflects regional characteristics and seasonal changes, Ito-Yokado is working to strengthen the integration of

Ito-Yokado's own sales floors with superstore tenants. Through this, Ito-Yokado is striving to ensure that each individual superstore has its own unique character. Ito-Yokado's goal is to create superstores that can serve as hubs for the local community and foster interaction between local residents. Ito-Yokado also ensures that every store embodies fashionable living in terms of its products, services, customer service, and store facilities.



#### Ito-Yokado Co., Ltd.

President	: Tomihiro Saegusa
Revenues from Operations	: 1,244.2 billion yen (fiscal year ended February 28, 2018)
Established	: 1920
Paid-in Capital	: 40 billion yen (as of February 28, 2018)
Number of Stores	: 164 (as of February 28, 2018)
Number of Employees	: 35,413* (as of February 28, 2018)

Seven & i Holdings' operating companies cover a wide range of business areas.

We recognize the need to maintain the trust and meet the expectations of our customers, while responding to both the changing social environment and needs of the local community.

Therefore all of our operating companies are constantly striving to provide services that offer real value, by continuing to enhance their own unique strengths and appeal.

## Food Supermarket



### York-Benimaru

#### Products, Services and Store Design That Customers Really Appreciate

Emphasizing the concept of "making daily meal experiences more enjoyable, fulfilling and convenient for frequent customers living in the local area," York-Benimaru has expanded its store network with a focus on the Southern Tohoku and Northern Kanto regions. Thanks to store designs that have a positive

impact, friendly and considerate customer service, and a product selection tailored to meet local needs, York-Benimaru has proved very popular with customers in the communities where it operates. York-Benimaru is working to create a new store format, and is responding proactively to today's needs.



#### York-Benimaru Co., Ltd.

Chairman	: Zenko Ohtaka
President	: Yukio Mafune
Revenues from Operations	: 437.1 billion yen (fiscal year ended February 28, 2017)
Established	: 1947
Paid-in Capital	: 9,927 million yen (as of February 28, 2018)
Number of Stores	: 220 (as of February 28, 2018)
Number of Employees	: 14,600* (as of February 28, 2018)



### York Mart

#### Creating Sales Floors Tailored to Local Life

In line with the company's corporate philosophy of "making daily meal experiences more enjoyable, fulfilling and convenient for customers living in the local area," York Mart is expanding its network of supermarkets, focusing mainly in the Tokyo metropolitan area. By providing individual stores with a high degree of managerial autonomy, York Mart is promoting a store design that is closely linked to the needs of local customers.

#### York Mart Co., Ltd.

President	: Masato Otake
Revenues from Operations	: 144.8 billion yen (fiscal year ended February 28, 2018)
Paid-in Capital	: 1.0 billion yen (as of February 28, 2018)
Number of Stores	: 78 (as of February 28, 2018)



### THE GARDEN JIYUGAOKA

#### High-End Specialty Food Supermarket in the Tokyo Metropolitan Area



THE GARDEN JIYUGAOKA's store network expansion plan has emphasized opening branches primarily on the food products floors of Sogo & Seibu department stores as well as in railway station building complexes in the Tokyo metropolitan area. THE GARDEN JIYUGAOKA focuses on providing carefully-selected product offerings that meet the needs of the local community as well as enrich customers' daily meal experiences.

#### SHELL GARDEN CO., LTD.

President	: Hitoshi Inatomi
Revenues from Operations	: 27.5 billion yen (fiscal year ended February 28, 2018)
Paid-in Capital	: 100 million yen (as of February 28, 2018)
Number of Stores	: 24 (as of February 28, 2018)

## Department Store



### Sogo & Seibu

#### Department Stores That Meet Customers' Needs by Providing New Discoveries and Unrivalled Service.

Sogo & Seibu aim to be department stores rooted in the local community that play a supporting role in customers' lives. Over the past few years, Sogo & Seibu have been working to strengthen the creation of thematic sales areas, focusing in particular on stores in the Tokyo metropolitan area such as Sogo Yokohama. Besides providing customers with fresh new discoveries, Sogo & Seibu also seek to meet the requirements of customers with different lifestyles and who are at different life stages.

In addition, with services such as *Kirei Station* and *Pre-Mama Station*, a service dedicated to expectant mothers, Sogo & Seibu are focused on providing customers with recommendations and services that embody the high level of specialist expertise that only department stores can provide. As an overseas licensor, Sogo & Seibu also operate 31 department stores in Hong Kong, Taiwan, Malaysia and Indonesia, all of which are luxury department stores that have become very popular with local consumers.



#### Sogo & Seibu Co., Ltd.

President	: Takuji Hayashi
Revenues from Operations	: 685.8 billion yen (fiscal year ended February 28, 2018)
Established	: 1830
Paid-in Capital	: 20 billion yen (as of February 28, 2018)
Number of Stores	: 15 (as of February 28, 2018)
Number of Employees	: 7,432* (as of February 28, 2018)

\*Figures include part-time employees counted by converting working hours at a rate of 163 hours/month.



Specialty Store



Specialty Store for Maternity, Baby and Toddler Items

# Akachan Honpo

**Aiming to Provide  
“Comprehensive Child-Raising Support”**

Akachan Honpo has over two million members. With a corporate message that emphasizes “offering a child-raising environment full of smiles,” Akachan Honpo aims to provide joy and emotional satisfaction. The Akachan Honpo brand has a more than 90% recognition rate among its target demographic of mothers and expectant mothers. Besides developing original products designed with the

safety and security of babies in mind, Akachan Honpo also provides support for parents by offering a range of events and services related to childbirth and child-rearing. Akachan Honpo aims to provide “comprehensive child-raising support” for joyful childbirth and child-raising for all of its customers. For example, Akachan Honpo provides child-rearing information via special apps.



## Akachan Honpo Co., Ltd.

President : Yoshiyuki Sato  
Revenues from Operations : 104.6 billion yen (fiscal year ended February 28, 2018)  
Established : 1932  
Paid-in Capital : 3.78 billion yen (as of February 28, 2018)  
Number of Stores : 110 (as of February 28, 2018)  
Number of Employees : 2,804\* (as of February 28, 2018)



Lifestyle Merchandise Store

# LOFT

**Enriching and Brightening Up Your Everyday Life**

LOFT products are both functional and stylish, ranging from beauty and health-related goods to stationery and interior décor. LOFT is engaged in the development of original products, the design of which reflects customers’ suggestions. LOFT is also engaged in the implementation of store designs that showcase new ideas and new products. The LOFT App, which seeks to

make shopping fun, is a tool that helps LOFT communicate with smartphone-using customers. LOFT is focusing on using the LOFT App to disseminate information about the latest products as well as link with social media. A range of beneficial services is also available through the App, including stamps that customers can collect and exchange for coupons.



## THE LOFT CO., LTD.

President : Koki Ando  
Revenues from Operations : 103.6 billion yen (fiscal year ended February 28, 2018)  
Established : 1996  
Paid-in Capital : 750 million yen (as of February 28, 2018)  
Number of Stores : 110 (as of February 28, 2018)  
Number of Employees : 4,416\* (as of February 28, 2018)



Restaurant, Fast Food, Meal Provision

# Seven & i Food Systems

**Offering Customers a Bright Tomorrow  
Through the Value That Our Food and Services Provide**

Seven & i Food Systems operates family restaurants, including Denny’s, the White Goat Coffee Shop chain, the Poppo fast food chain, and more and also provides catering for employee cafeterias. In all of our different business areas, Seven & i Food Systems aims to provide customers

with real hospitality, in the form of delicious food and first-rate service. With food offerings made from fresh and safe ingredients, Seven & i Food Systems will continue working to ensure that customers can enjoy a wide range of delicious meals.



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

President : Masami Komatsu  
Revenues from Operations : 80.3 billion yen (fiscal year ended February 28, 2018)  
Established : 2007  
Paid-in Capital : 3.0 billion yen (as of February 28, 2018)  
Number of Stores : 749 (as of February 28, 2018)  
Number of Employees : 9,487\* (as of February 28, 2018)



Online Sales of Fashionable Apparel

# Nissen Holdings

**Providing Value That Exceeds Our Customers' Expectations**



Nissen Holdings offers a wide range of product items, including clothing, lingerie, interior décor merchandise, beauty products, and more.

## Nissen Holdings Co., Ltd.

President : Tamaki Wakita  
Established : 1970  
Paid-in Capital : 11,873 million yen (as of February 28, 2018)



Specialty Store for Men's and Women's Clothing and Fashion Accessories

# Barneys Japan

**A Specialty Store With Premium Brand Power and Outstanding Ability to Disseminate Product Information**



Barneys New York Roppongi store

Barneys Japan offers high-quality, sophisticated fashion and luxury style.

## Barneys Japan Co., Ltd.

President : Yukitomo Takahashi  
Established : 1989  
Paid-in Capital : 4,990 million yen (as of February 28, 2018)  
Number of Stores : 12 (as of February 28, 2018)



Sports Store

# OSHMAN'S

**Encouraging a Sports-Filled Life**



A select shop promoting a lifestyle that emphasizes enjoying life through sport.

## Oshman's Japan Co., Ltd.

President : Atsushi Matsumoto  
Established : 1984  
Paid-in Capital : 2,500 million yen (as of February 28, 2018)  
Number of Stores : 8 (as of February 28, 2018)



Music Shop

# TOWER RECORDS

**Created by Music Fans for Music Fans**



Our operations have extended beyond selling music and video software to include our own label and live performance business, as well as in-store cafés.

## Tower Records Japan Inc.

President : Ikuo Minewaki  
Established : 1981  
Paid-in Capital : 100 million yen (as of February 28, 2018)  
Number of Stores : 79 (as of February 28, 2018)



Magazines and Books

# Seven & i Publishing

**Providing Information That Helps People Stay Healthy and Enriches Their Lives**



Seven & i Publishing publishes around 40 titles a year, including books, lifestyle-related mooks (magazine-style books), and magazines. We are also developing a web publishing business.

## Seven & i Publishing Co., Ltd.

President : Masae Kanetake  
Established : 1995  
Paid-in Capital : 242 million yen (as of February 28, 2018)



Developer Business

# Seven & i Create Link

**The Seven & i Group's Comprehensive Developer Company**



Seven & i Create Link uses the collective strengths of the Seven & i Group to develop and operate high-quality commercial facilities that meet local needs and win widespread popularity.

## Seven & i Create Link., Ltd.

President : Yoshihiro Kondo  
Established : 2005  
Paid-in Capital : 622 million yen (as of February 28, 2018)



Furnishings and Accessories Specialty Store

# Francfranc

**Bringing Excitement and Wonder to Everyday Life**



Francfranc is an interior furniture and accessory store that enables customers to experiment with a wide range of approaches to decorating interior spaces by using carefully-designed products and carefree styling.

## Francfranc Co., Ltd.

President & CEO : Fumio Takashima  
Established : 1990  
Paid-in Capital : 100 million yen  
Number of Stores : 134 (as of February 28, 2018)



Web and IT Systems

# Seven & i Net Media

**Supporting the Seven & i Group's Digital Strategy**



Seven & i Net Media provides system development and operations that support the Group's digital strategy. This includes the development of new apps and more to further enhance the services provided by Group companies.

## Seven & i Net Media Co., Ltd.

President : Hiroto Taguchi  
Established : 2008  
Paid-in Capital : 7,665 million yen (as of February 28, 2018)



Culture, Sports and Travel Business

# Seven Culture Network

**Based on the Keywords “Learning” (Culture) and “Experience” (Travel)**



Seven Culture Network challenges itself to create both services that meet the needs of customers today, as well as unprecedented new services that enrich our customers' lives.

## Seven Culture Network Co., Ltd.

President : Hideyuki Hagiwara  
Established : 2009  
Paid-in Capital : 1,650 million yen (as of February 28, 2018)



Special Subsidiary

# Terube

**Established to Expand Employment for the Elderly and People With Disabilities**



This special subsidiary is located in Tomisato, Kitami City, Hokkaido. Its goal is to be a company where everyone can work at their own pace.

## Terube Ltd.

President : Keiko Fujimoto  
Established : 1994  
Paid-in Capital : 400 million yen (as of February 28, 2018)



Financial Services



Seven Bank

Pursuing Convenience Based on a Nationwide Network of ATMs

At the more than 24,000 Seven Bank ATMs located throughout Japan, customers can make deposits and withdrawals using the bank cards of around 600 financial institutions. International cash or credit cards can also be used to withdraw cash in Japanese yen. Seven Bank ATMs are installed at Group stores, other commercial facilities, stations, airports,

and other locations. More than 2.2 million people use Seven Bank ATMs every day. Seven Bank also provides a smartphone ATM transaction service. By using a compatible smartphone app, customers can deposit or withdraw funds by scanning a QR code displayed at the ATM.



Seven Bank, Ltd.

Chairman : Kensuke Futagoishi  
President : Yasuaki Funatake  
Ordinary Income : 116.6 billion yen (fiscal year ended March 31, 2018)  
Established : 2001  
Paid-in Capital : 30,572 million yen (as of March 31, 2018)  
Number of ATMs : 24,392 (as of March 31, 2018)  
Installed Domestically : 24,392 (as of March 31, 2018)  
Number of Employees : 468 (as of March 31, 2018)



Seven Financial Service

Providing Convenient Financial Services That are Closely Tied to Everyday Life

As the Seven & i Group's financial services company, Seven Financial Service provides financial services that are closely tied to people's everyday lives. We aim to deliver new value by developing and providing innovative products and services. Besides *Nanaco* electric money service, Seven CARD / Seven CARD plus and *CLUB ON / Millennium CARD SAISON* credit card services, Seven

Financial Service also provides insurance services through the Seven Insurance Shop. Focusing on customers who visit the Group's retail stores, we offer a wide range of financial services. In addition, Seven Financial Service supports the enhancement of the Group's retail services through leasing arrangements with individual Group member companies.



Seven Financial Service Co., Ltd.

President : Tatsuya Mizuochi  
Established : 1975  
Paid-in Capital : 75 million yen (as of February 28, 2018)  
Number of Credit Card Service Members : 6.65 million (as of February 28, 2018)  
Number of Electronic Money Cards Issued : 59.83 million (as of February 28, 2018)  
Number of Employees : 273 (as of February 28, 2018)

Affiliated Enterprises in Each Region

DAIICHI



A supermarket operating in Hokkaido

TENMAYA STORE



A supermarket operating in Okayama, Hiroshima and Tottori prefectures

IZUMI



A shopping center and supermarket, operating mainly in the Chugoku, Shikoku and Kyushu regions

Odakyu Shoji



A supermarket and convenience store, with locations that are mainly situated near Odakyu Electric Railway Lines

Corporate Communication Tools

Seven & i Holdings

Corporate Website  
<http://www.7andi.com/en/index.html>



IR Library  
Integrated Report  
Corporate Outline



Corporate Governance  
Corporate Governance Report



CSR  
CSR Report



Seven-Eleven Japan

Corporate Profile of Seven-Eleven  
[http://www.sej.co.jp/company/en/c\\_profile.html](http://www.sej.co.jp/company/en/c_profile.html)



Seven Bank

Integrated Report  
<https://www.sevenbank.co.jp/english/ir/library/annual/>



Seven & i Holdings Co., Ltd.

Established : September 1, 2005  
Paid-in Capital : 50 billion yen  
Business : The planning, management and operation of Group companies centering on a wide variety of business operations, including convenience stores, superstores, supermarkets, department stores, specialty stores, food services, financial services and IT services (pure holding company).

Total Number of Employees : 149,414\*1 (As of the end of February 2018)  
Headquarters Location : 8-8 Nibancho, Chiyoda-ku, Tokyo  
Consolidated Results for the Fiscal Year Ended February 28, 2018 :  
Group Total Sales : 11,048.2 billion yen\*2  
Revenues from Operations : 6,037.8 billion yen  
Operating Income : 391.6 billion yen  
Ordinary Income : 390.7 billion yen  
Net Income : 181.1 billion yen  
(Exchange rate: U.S.\$1 = 112.16 yen)

\*1 Figure includes part-time workers (converted to the equivalent in full-time workers, assuming average working hours of 163 hours per month for a full-time worker).  
\*2 Group Total Sales includes the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees.

List of Officers (as of May 24, 2018)

Directors and Auditors

President and Representative Director: Ryuichi Isaka	Director: Kazuki Furuya	Full-time Audit & Supervisory Board Member: Noriyuki Habano
Vice President and Representative Director: Katsuhiko Goto	Director: Joseph Michael DePinto	Full-time Audit & Supervisory Board Member: Yoshitake Taniguchi
Director and Managing Executive Officer: Junro Ito	Director: Yoshio Tsukio*	Audit & Supervisory Board Member: Kazuko Rudy*
Director and Executive Officer: Katsutane Aihara	Director: Kunio Ito*	Audit & Supervisory Board Member: Kazuhiro Hara*
Director and Executive Officer: Kimiyoshi Yamaguchi	Director: Toshiro Yonemura*	Audit & Supervisory Board Member: Mitsuko Inamasu*
Director and Executive Officer: Fumihiko Nagamatsu	Director: Tetsuro Higashi*	

\*Indicates an outside director or Audit & Supervisory Board Member.

Executive Officers

Managing Executive Officer: Tomihiro Saegusa	Executive Officer: Minoru Matsumoto	Executive Officer: Nobutomo Teshima
Managing Executive Officer: Takuji Hayashi	Executive Officer: Shinobu Matsumoto	Executive Officer: Kazuyo Sohda
Managing Executive Officer: Yukio Mafune	Executive Officer: Shigeki Kimura	Executive Officer: Ken Shimizu
Executive Officer: Yoshimichi Maruyama	Executive Officer: Shinya Ishii	Executive Officer: Yuji Kaneko
Executive Officer: Hisataka Noguchi	Executive Officer: Hidekazu Nakamura	

Organization Chart (as of May 24, 2018)

