Message from the President

Seven & i Group covers a diverse range of business areas, including convenience stores, supermarkets, department stores, specialty stores, and financial services, where we are able to support the daily lives of our customers and continue to deliver new value by promptly identifying new developments in lifestyles and in society.

We have approximately 22,400 stores in Japan, with over 24 million visiting customers every day. However, we do not seek large-scale operations for growth alone. We are constantly pursuing quality that can satisfy the needs of every individual customer, which has become the key factor to our success. These efforts have been backed up by both our Group Creed, which emphasizes the values of trust and sincerity, and our Group Slogan “Responding to Change while Strengthening Fundamentals.”

Today, we are facing a historic era of transformation unparalleled since the Industrial Revolution. Rather than allowing ourselves to be constrained by conventional retail practices, Seven & i Group is taking on the challenge of creating a new kind of retail model that looks ahead to the next generation. To this end, we have formulated a new growth strategy that takes digital technology, finance, and our Group products as its key elements. Through this new growth strategy, we also aim to create new Group synergies. In addition, we are working to help solve societal problems while also enhancing our corporate value. By sharing the United Nation’s Sustainable Development Goals (SDGs) with people throughout the world, and working together with our customers, suppliers, and people in local communities, we are creating new value that will contribute towards the realization of a sustainable society.

In 2019, as part of these efforts, we established our environmental initiative called the “GREEN CHALLENGE 2050.” This initiative sets concrete environmental goals in relation to four themes, to be achieved by the years 2030 and 2050 respectively. In outlining our vision for the future, and by starting to implement measures aimed at realizing this vision, we believe that future generations will be able to enjoy the marvelous global environment that surrounds us.

As a leading company in the retail service sector, Seven & i Group is taking on the challenge of achieving innovation that opens up a way to an exciting and prosperous future.

Ryuichi Isaka
President & 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 Total Sales

12,018 billion yen

(Figure includes the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchises; fiscal year ended February 28, 2019.)

Global Network (18 Countries and Regions)

Approx. 69,200 stores

Number of stores as of the end of February 2019 (the end of December 2018 for overseas)

Employees (Consolidated)

144,628

(Fiscal year ended February 28, 2019)

(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))

Consolidated Operating Income

411.5 billion yen

(Fiscal year ended February 28, 2019)

Seven Premium (Annual Sales)

1,413.0 billion yen

(Fiscal year ended February 28, 2019)

Seven Premium (Total Number of Items)

4,050 items

(Fiscal year ended February 28, 2019)

● Consolidated Revenues from Operations and Operating Income, by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenues from Operations</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>6,791.2 billion yen</td>
<td>411.5 billion yen</td>
</tr>
<tr>
<td>Overseas</td>
<td>22.3%</td>
<td>77.7%</td>
</tr>
</tbody>
</table>
Over 69,000 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 worldwide, including Japan. We use our global network of stores to deliver new value and high-quality services to our customers.

A Master Franchise Agreement (MFA) has been signed with a subsidiary of India’s Future Retail Ltd. The first 7-Eleven store in India is scheduled to open in 2020. In addition to the establishment of new stores, some of Future Group’s existing retail locations will be converted into 7-Eleven stores. Furthermore, besides offering our globally popular products, 7-Eleven stores in India also plan to carry ready-to-eat products designed to appeal to local tastes.

Number of Stores
- Approximately 69,200 stores
- Approximately 64 million people per day

Total Number of Customer Store Visits
- Approximately 22,400 stores
- Approximately 24 million people per day

Number of Stores as of the end of February 2019 (the end of December 2018 for overseas)

Overseas:
- China (7-Eleven, Chengdu Ito-Yokado, Hua Tang Yokado, Sogo)
- South Korea (7-Eleven)
- Taiwan (7-Eleven, Sogo)
- Malaysia (7-Eleven, Sogo)
- Indonesia (7-Eleven, Sogo, SEIBU)
- Philippines (7-Eleven)
- Singapore (7-Eleven)
- Thailand (7-Eleven)
- Vietnam (7-Eleven)
- Malaysia (7-Eleven, Sogo)
- Indonesia (Sogo, SEIBU)
- Philippines (7-Eleven)
- Singapore (7-Eleven)
- Thailand (7-Eleven)
- Vietnam (7-Eleven)
- United Arab Emirates (7-Eleven)
- Norway (7-Eleven)
- Sweden (7-Eleven)
- Denmark (7-Eleven)
- Japan

Within Japan:
- Approximately 11,800 stores
- Approximately 470 stores
- Approximately 690 stores
- Approximately 33,900 stores

*Per day
Developing a Wide Range of New Businesses

*Figures in parentheses denote the number of stores as of the end of May 2019 (the end of March 2019 for overseas stores)*

**Domestic Convenience Store Operations**

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

- **SEVEN-ELEVEN JAPAN CO., LTD.** [20,965 stores]
- **SEVEN-ELEVEN OKINAWA CO., LTD.** [65 stores]
- **Seven-Meal Service Co., Ltd.**
- **Seven Net Shopping Co., Ltd.** 7dream.com
- **SEVEN-ELEVEN HAWAII, INC.** [75 stores]
- **SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.**
  - **SEVEN-ELEVEN (BEIJING) CO., LTD.** [270 stores]
  - **SEVEN-ELEVEN (CHENGDU) CO., LTD.** [74 stores]
  - **SEVEN-ELEVEN (TIANJIN) CO., LTD.** [152 stores]

**Overseas Convenience Store Operations**

Striving to provide convenience that meets customers’ needs. Continuing to expand the scale of our global operations.

- 7-Eleven, Inc. [9,574 stores]

**Department Store Operations**

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.** [25,231*]
- **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.**
- **FCIT, Inc.**

  *Number of ATMs installed*

**Superstore Operations**

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

- **Ito-Yokado Co., Ltd.**
  - Including 1 store operated by Marudai Co., Ltd. [160 stores]
- **York-Benimaru Co., Ltd.** [226 stores]
- **York Mart Co., Ltd.** [80 stores]
- **SHELL GARDEN CO., LTD.** [21 stores]
- **K.K. Sanei** [1 store]
- **Life Foods Co., Ltd.**
- **IY Foods K.K.**
- **Akachan Honpo Co., Ltd.** [110 stores]
- **THE LOFT CO., LTD.** [118 stores]
- **Seven & i Food Systems Co., Ltd.**
  - Restaurants (Denny’s) [370 branches]
  - Contract food services [195 stores]
  - In-store, specialty stores, and others [137 stores]

**Specialty Store Operations**

Creating valuable services through Group-wide collaboration.

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

**Other Operations**

Creating valuable services through Group-wide collaboration. Collaborating with other Group companies to develop services that provide real value.

- **SEVEN & I PUBLISHING CO., LTD.**
- **Yatsugatake Kogen Lodge Co., Ltd.**
- **Terube Ltd.**

*Figures in parentheses denote the number of stores as of the end of May 2019 (the end of March 2019 for overseas stores)*
We Are Taking On the Challenge of Further to Make Life More Convenient for People and Build a Better Future

Aiming to Deliver Safe and Secure Food to Our Customers

Seven & i Group is implementing various initiatives in order to deliver safe and secure food products to our customers. By adopting measures to reduce the use of additives in our Group companies’ original and private brand products, we are strengthening our development of delicious food products while also responding to growing health consciousness among the general public.

Our main health-related initiatives

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Began selling original bread products made from dough which does not contain yeast nutrients or emulsifiers.</td>
</tr>
<tr>
<td>2001</td>
<td>Began displaying allergy information on 24 product items, including 19 original daily products. In response to new legal requirements (the number of product items for which allergy information is displayed has since risen to 27).</td>
</tr>
<tr>
<td>2002</td>
<td>Began displaying salt content information on menus.</td>
</tr>
<tr>
<td>2006</td>
<td>Reduced the use of trans-fatty acids in frying oil and original bread products.</td>
</tr>
<tr>
<td>2007</td>
<td>Introduced new, low-allergen menu items.</td>
</tr>
<tr>
<td>2019</td>
<td>Began displaying the dietary fiber and sugar content on original daily products.</td>
</tr>
</tbody>
</table>

Ito-Yokado

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Launched the new “Vegetables with a Producer’s Face” brand, that can identify who made, providing enhanced safety and security for consumers.</td>
</tr>
<tr>
<td>2004</td>
<td>The “Foods with a Producer’s Face” range of products was expanded to include meat and fresh fish.</td>
</tr>
<tr>
<td>2005</td>
<td>Launched a new initiative to eliminate the use of preservatives and artificial colorants in original delicatessen products.</td>
</tr>
<tr>
<td>2017</td>
<td>Began using cholesterol-free frying oil for delicatessen products.</td>
</tr>
<tr>
<td>2018</td>
<td>The number of allergens for which information was given on menus was increased from 7 to 27.</td>
</tr>
<tr>
<td>2019</td>
<td>Starting from 2019, details of dietary fiber and sugar content were noted on all menus.</td>
</tr>
</tbody>
</table>

Seven Premium

Seven Premium, the Seven & i Group’s private brand, brings together the product development expertise cultivated by individual Group companies to realize unique, high-quality products that are not only delicious but also safe and secure. Besides reducing the use of additives, Seven Premium products also feature unique, easy-to-understand labeling that clarifies whether each product contains any of the 27 allergens. Responding to the rise in health-consciousness, with regard to nutritional information, Seven Premium products also display the salt equivalent and carbohydrate information, broken down into dietary fiber and sugar content.

Puts the Customer First

7iD—a Seven & i Group Common ID That Truly Puts the Customer First

7iD is a system that, by integrating customer data held by the individual companies that make up the Seven & i Group, makes it possible to develop a clear picture of consumption behavior. In this way, it is possible to provide recommendations and services tailored to the needs of individual customers with an unprecedented degree of precision, which in turn leads to enhanced customer satisfaction.
Five Material Issues That the Seven & i Group Is Focusing on to Help Achieve the SDGs

1. Providing Social Infrastructure in an Era of Aging Society and Declining Population
   - Seven Eleven Japan
   - Seven Safe Delivery
     - Safe Delivery Service was launched primarily to help people living in areas where shopping is inconvenient, as well as elderly people who have difficulty leaving their homes. As of April 30, 2019, a total of 94 Safe Delivery Service vehicles were in operation throughout Japan. This service is vital to regional communities.

2. Providing Safety and Security through Our Products and Stores
   - Seven & i Food Systems
     - Allergy Information and Low-Allergen Menu
       - Denny’s indicates allergy related information on its menu so that diners can enjoy eating out at Denny’s restaurants with peace of mind, and also offers a low allergen menu for children.

3. Realizing Waste-free Utilization of Products, Ingredients and Energy
   - Seven Farm
     - Environment-friendly Cytlical Agriculture
       - Seven Farm has set up a recycling loop system wherein food waste from Ito-Yokado stores (including vegetable scraps, etc.) is transformed into high-quality compost, which is used for growing vegetables. These delicious, fresh vegetables which consumers can enjoy with safety and security are then sold at stores.

4. Supporting Active Roles for Women, Young People and Seniors, across the Group and in Society
   - Ito-Yokado
     - Maternity and Childcare Consultation Service
       - Ito-Yokado and Sogo & Seibu have established Maternity and Childcare Consultation Rooms (111 facilities as of April 30, 2019) and Pre-Mama Stations (five stations as of February 28, 2019), a service dedicated to expecting mothers. For those services, expert consultants who hold public health nursing and midwifery qualifications provide free advice about health during pregnancy and about childcare.

5. Building an Ethical Society and Improving Resource Sustainability Together with Customers and Business Partners
   - Sogo & Seibu
     - Green Wrapping
       - Every time a customer purchases one of the special ribbons with a leaf mascot on it (which cost 100 yen, tax included) that Sogo & Seibu uses for wrapping gifts purchased at stores, 50 yen is donated to the “Present Tree” tree-planting and tree cultivation program. The donations made for 80 ribbon purchases are enough to pay for the planting of one tree.

The Seven & i Group has for many years now been responding to changes in the social environment by providing high-value-added improve people’s lives, and we will continue to do so in the future.
Reduction of CO₂ emissions

We are striving to realize further reductions in CO₂ emissions through the effective utilization of energy-saving measures and renewable energy, through the adoption of LED lighting, solar panels, and storage batteries. We are promoting the development of stores that are using sustainable energy through the installation of solar panels and other energy-saving initiatives. These stores are not only environmentally-friendly, but are also convenient for people to use. We are also promoting the utilization of environmentally-friendly trucks, etc.

In addition to our existing electric delivery vehicles, we are also deploying delivery trucks that are powered by fuel cell technology, which reduces environmentally-harmful emissions by using hydrogen as the fuel source.

Food loss prevention and food recycling measures

There is growing concern about food loss, which involves food that is still edible being thrown away. We are working to further reduce food waste and promote recycling.

Food loss prevention and food recycling measures

We are working to reduce food loss at vegetable plants, and donate food to food banks.

Measures to Resources and Reducing food waste at vegetable plants, and donating food to food banks.

Amount of food waste generated per unit of sales (food waste generation per million yen of sales) (compared to FY2013)
Measures That Help Both People and the Planet

**Seven Premium**

Through Seven Premium products, our Group-wide private brand, we provide sustained support for people’s health and daily living.

A health-oriented product lineup tailored to customers’ lifestyles

Seven Premium offers a wide range of different products, including products that minimize use of artificial additives, products with reduced salt content, and products that meet half of consumers’ recommended daily vegetable consumption. For working women, we have focused on convenient products that provide necessary nutrition while not requiring too much time or effort to prepare. Not only the back of the packaging but also the front shows the nutritional content of the product in an easy-to-understand format, for example: “Contains dietary fiber equivalent to one head of lettuce.”

Environmentally-friendly packaging materials

Ever since Seven Premium was first launched, we have striven to utilize simple packaging that reduces the amount of material needed. We are proceeding with the adoption of environmentally-friendly materials, for example by using forest thinning in the production of paper containers for cup soups, and by adopting packaging that does not use aluminum foil (which requires a lot of electric power to produce). Our aim is to ensure that, the parts and packaging of all our product items are made using environmentally-friendly materials by 2030.

**Certified Under the Ministry of Economy, Trade and Industry’s Certified Health & Productivity Management Outstanding Organization Recognition Program**

Chosen as a “Semi-Nadeshiko Brand,” a Brand That Recognizes Corporations That Promote the Empowerment of Women

Seven & i Holdings was selected as a “Semi-Nadeshiko Brand” in the selection of Nadeshiko Brands Program. This program is for stock market listed enterprises and is a collaboration between Japan’s Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). Candidates are selected from among the approximately 300 companies listed in the First Section or Second Section of the TSE, the TSE X “Mother” emerging stocks board, or JASDAQ, that have demonstrated outstanding performance in terms of promoting the empowerment of women in the workplace.

**Welfare to enterprises that have demonstrated outstanding performance in promoting women’s advancement in the workplace, work and childcare responsibilities, and realizing work style reform.**

**Certification and commendation and collaboration in relation to the promotion of SDGs with the Kanagawa Prefectural Government.**

*On April 17, 2019, Seven & i Holdings signed the “Agreement of Coordination and Collaboration in Relation to the Promotion of SDGs” with the Kanagawa Prefectural Government.*

Combined total for five companies, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York Mart and Seven & I (as of April 30, 2019).

**PRIDE 2018 Gold Certification**

Seven-Eleven Japan has received the highest (Gold) level of assessment in the PRIDE 2018 evaluation, organized by volunteer organization “work with Pride.” This evaluation assesses the initiatives adopted by business enterprises and other organizations to support members of sexual minorities, including LGBT people.

**Kurumin-certified Enterprises**

Kurumin is a system whereby business enterprises that adopt measures to help employees balance their work and childcare responsibilities can be certified by Japan’s Ministry of Health, Labour and Welfare as “Childcare-supporting Enterprises.” Six Seven & i Group companies have been awarded Kurumin certification (as of May 31, 2019).

**Certified Under the Ministry of Economy, Trade and Industry’s Certified Health & Productivity Management Outstanding Organization Recognition Program**

Through these initiatives, we have obtained various certifications and accreditations.

**Awards of Eruboshi Certification**

Eight companies in total (as of February 28, 2019).

Seiit & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York Mart, Sogo & Seibu, Seven & i Food Systems, and Seven Bank.

**Percentage of Female Managers (Section Manager or Higher)**

Approx. 23.1% for Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank.

**Percentage of People Employed with Disabilities**

Approx. 2.8% for Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Mart and Seven & i Food Systems (as of May 31, 2019).

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On January 31, 2018, 7-Eleven became the first retail store chain to have over 20,000 stores in Japan.

Products using local Okinawan food ingredients

7-Eleven stores in Okinawa will offer products that reflect Okinawa’s unique gastronomic traditions. For example, we will sell products made using locally-produced ingredients and familiar Okinawan specialties that will only be available at 7-Eleven stores within Okinawa.

Environmentally-friendly measures

All deliveries from distribution centers to stores are made using environmentally-friendly delivery trucks (either hybrid vehicles or electric vehicles). In addition, shopping bags are made from biomass polyethylene material.

7-Eleven launched a new product series: “7-Eleven’s Hand in Consumer’s Health”

We are strengthening the development of product lines that respond to the growing demand for health-conscious food. For example, we sell products made using ingredients that enable the consumer to absorb an amount of dietary fiber equivalent to that found in one head of lettuce.

7-Eleven opens its first store in Okinawa Prefecture

On July 11, 2019, the first 7-Eleven store in Okinawa Prefecture was opened; 7-Eleven now has stores in every one of Japan’s 47 prefectures. In Okinawa, 7-Eleven aims to be a convenience store that is deeply rooted in the local community, by demonstrating respect for Okinawa’s rich cultural traditions and beautiful natural scenery, and by bringing pleasure to both local residents and visiting tourists.

Opening of the伊トヨタ食品店Senju Branch

The Ito-Yokado Grocery Store Senju Branch opened on March 15, 2019. This store location traces its origins back to the “Yokado” store that was opened here in 1948 by Seven & i Holdings Chairman Masatoshi Ito’s mother Yuki and elder brother Yuzuru. The store remained very popular with local people following its subsequent transformation into an Ito-Yokado store and a THE PRICE store. It has now been reborn as a store specialized on food,

Seven Bank ATMs can now be used to recharge prepaid transportation IC cards and Rakuten Eddy cards.

Utilizing the same electronic device used for charging nanaco cards, customers can now charge, or check the balance of, prepaid transportation IC cards and Rakuten Eddy cards.

Launch of cash receipt service that does not require an account

Individuals can now receive fund remittances from business enterprises without requiring a bank account. By using an ID number issued by the business enterprise, individuals can withdraw banknotes from ATMs and collect coins at 7-Eleven store checkout counters.

History

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 Ministore Retailing, Inc. (later Seven & i) was established.

2006
- Jun.: Ministore Retailing, Inc. was made a wholly owned subsidiary.
- Sep.: Yuki-Benimaru Co., Ltd. was made a wholly owned subsidiary.

2007
- Jan.: Seven & i Food Systems Co., Ltd. was established.
- Mar.: THE LOFT CO., LTD. was made a wholly owned subsidiary.
- 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.: Nissen Pharmacia Co., Ltd. was made a wholly owned subsidiary.
- Nov.: Hitsujiyabashi Co., Ltd. was established.

2008
- Jul.: Seven & i Health Care Co., Ltd. was established.
- Aug.: Business and capital alliance made with PMJ Pharmaceutical Inc.
- Seven Farms Tamatsukuri Co., Ltd. was established.

2009
- Jan.: Seven Culture Network Co., Ltd. was established.
- Sep.: Seven Health Care Co., Ltd. was established.
- Aug.: Seven & i Holding Co., Ltd. was established.
- Business and capital alliance made with FAM Corporation.
- Seven Net Shopping, a general Group online shopping site, was launched.

2010
- Feb.: Administrative service for issuing copies of tax return certificates and certificates of registration was started at 7-Eleven.
- Mar.: Began capital participation in Tomer Forget Japan Inc.
- Jul.: Seven Farms Co., Ltd., the 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: Seven’s Seven S&i Delivery mobile sales service was launched.

2012
- Jan.: Total sales for all domestic 7-Eleven stores exceeded three trillion yen for the first time in any domestic retail chain.
- Jul.: 7-Eleven’s Seven Easy Delivery was launched using COMEs, electric mail cars.
- Dec.: Grand opening of “7” Spot in store Wi-Fi service.

2013
- Jan.: SEVEN CAFE launched.
- Jul.: Business and capital alliance made with DAIHEN CO., LTD.
- Dec.: Business and capital alliance made with Nissen Holdings Co., Ltd.
- Capital alliance made with Enomoto Tea Co., Ltd. and business alliance made with Tsurumi Co., Ltd.
- Business and capital alliance made with BALS CORPORATION (now-fashioned Corporation).

2014
- Feb.: Operating income exceeded 300 billion yen for the first time for a Japanese retailer.
- Mar.: Monthly transactions of “nanaco” exceeded 100 billion yen.
- Partnership between 7-Eleven and JR West Group for operating stores in stations started.
- May: Establishment of the first food trucks based 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 daily free service in the convenience store industry.

2015
- Feb.: Banya Japan Co., Ltd. was made a wholly owned subsidiary.
- Mar.: Business alliance made with Kansai-based food supermarket MANDAI CO., LTD.
- Nov.: Grand opening of “7 eleven” shopping site.
- Dec.: Nissen Holdings Co., Ltd. was made a wholly owned subsidiary.

2016
- Aug.: Seven-Edy Co., Ltd. was made a wholly owned subsidiary.
- Jul.: Business alliance made with ASKUL Corporation.
- Sep.: Business and capital alliance made with Tenmaya Store Co., Ltd., and business alliance made with Tenmaya Co., Ltd.
- Business and capital alliance made with Nissen Holdings Co., Ltd.

2017
- Jul.: Business alliance made with ASUKA Corporation.
- Sep.: Partnership between 7-Eleven and JR West Group, a rail transport company, started.
- Oct.: Seven Mile Program launched.
- SEVEN-ELEVEN OKINAWA CO., LTD. was established.

2018
- Jan.: Seven Payment Service, Inc., a new company specializing in remittance and settlement services, was established.
- 7-Eleven, Inc. acquired the retail business of Sanrio DP.
- The number of 7-Eleven stores in Japan rose to over 20,000.
- Aug.: Business alliance made with store Co., Ltd.
- Jun.: Seven Hikari Program launched.
- Seven & i Holdings Co., Ltd. was made a wholly owned subsidiary.

2019
- Jan.: Seven & i Holdings Co., Ltd. acquired the retail business of Sanrio DP.
- The number of 7-Eleven stores in Japan rose to over 20,000.
- Aug.: Business alliance made with store Co., Ltd.
- Jun.: Seven Hikari Program launched.
- Seven & i Holdings Co., Ltd. was made a wholly owned subsidiary.

2020
- Feb.: 7-Eleven, Inc. signed a Master Franchise Agreement with a subsidiary of Future Retail Ltd., a member company of India’s Future Group, which is developing the retail business in India.
- May: Seven & i Group’s GREEN CHALLENGE 2020 Initiative was released.
- Jul.: SEVEN-ELEVEN OKINAWA CO., LTD. opened its first store within Okinawa Prefecture.
Developing Stores that Provide Different Kinds of Value to Meet the Needs of Society and Our Customers

The Seven & i Group’s operating companies cover a wide range of diverse business areas. We recognize the need to maintain the trust of 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 products and services that offer real value, by continuing to enhance their own unique strengths and appeal.

Seven-Eleven Japan

Focusing on People’s Lives in Regional Communities and Providing Convenience That Is Able to Respond to Change

Seven-Eleven Japan has a network of more than 20,000 stores throughout Japan. We continue to implement changes across a wide range of areas, including products, services, store facilities, etc. We are also working to expand our digital service provision by introducing new apps and other initiatives. This in turn helps increase the number of contact points with individual customers. Seven-Eleven Japan works to generate convenience that responds to people’s lifestyles and in society as a whole. We also focus heavily on measures that contribute towards the resolution of society’s problems, for example by working together with our franchisees, local communities and business partners to reduce CO2 emissions, reduce the amount of plastic waste generated, cut food loss, and utilize sustainable raw ingredients, etc.

Seven-Eleven Okinawa

SEVEN-ELEVEN OKINAWA Provides High-quality Products and Services in Collaboration with the Local Community.

Seven-Eleven stores within Okinawa Prefecture began opening in July 2019. SEVEN-ELEVEN OKINAWA, which is working closely with local communities and local industries, is a wholly-owned subsidiary of Seven-Eleven Japan. We provide support for the development of 7-Eleven stores in Okinawa, as well as product provision support, franchisee support, etc. In order to realize smooth store operation, SEVEN-ELEVEN OKINAWA is promoting Okinawan-style store development by working closely with the local community.

Convenience Store

Enhancing Growth Potential through Proactive Self-innovation, and Promoting Global-scale Strengthening of the 7-Eleven Brand

7-Eleven, Inc., which is located in North America, is responding to changes in customer needs in a variety of ways. For example, we are promoting both the provision of high-quality food products and the expansion of private brand product lines. We are also aiming to use our digital strategy to expand the number of customer contact points, while at the same time boosting growth potential through the implementation of a store development policy that effectively integrates new store openings with M&A activity. In addition, 7-Eleven, Inc. provides licenses for 7-Eleven store operation in 19 countries and regions throughout the world. Aiming to implement a global-scale response to social issues such as the UN’s Sustainable Development Goals (SDGs) in collaboration with our global franchisees, 7-Eleven, Inc. is working hard to enhance the value of the 7-Eleven brand.

Ito-Yokado

Moving beyond the Traditional Image of a Supermarket to Become a “Life Hub” Able to Respond to the Needs of the Local Community

Ito-Yokado is overhauling its stores to respond to the changing needs of customers and of the local community, with a comprehensive redesign of food floor layout and adjustments to the clothing and household goods sales areas, etc. We are also taking on the challenge of developing new initiatives such as the introduction of shared office space facilities and more. These initiatives are tailored to geographical locations and the special characteristics of the individual commercial district. In addition, we are striving to create stores that are closely linked to the lives of people in the local community, and are aiming to share both regional character and seasonal atmosphere with our customers. For example, we are selling locally produced and seasonal foods, disseminating information, etc. Ito-Yokado’s goal is to refresh our corporate image and to create supermarkets that can serve as hubs for the local community and foster interaction between local residents.

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,” York-Benimaru is expanding its store network with a focus on the Southern Tohoku and Northern Kanto regions. In order to ensure customer satisfaction, we aim to provide cheerful and friendly customer service along with fresh and healthy foods products, seasonal products and freshly made products. In addition, in order to be able to respond to the differing needs of customers in different regions, we are promoting individualized store management, and developing a product assortment that meets local needs.

York Mart

Creating Sales Floors Tailored to Local Life

York Mart is a chain of supermarkets located mainly in the Tokyo metropolitan area. By providing individual stores with a high degree of managerial autonomy, we are promoting a store design that is closely linked to the needs of local customers. Our store designs are based around the concept of creating daily meal experiences more enjoyable, fulfilling and convenient for customers living in the local area.

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 existing station building complexes in the Tokyo metropolitan area. THE GARDEN JIYUGAOKA focuses on providing carefully-selected products that meet the needs of the local community, as well as enriching customers’ daily meal experiences.

Superstore

Company Name: SEVEN-ELEVEN JAPAN CO., LTD.

President: Yutaka Suga

Number of Employees: 19,994 (as of February 28, 2019)

Paid-in Capital: 3,993.2 billion yen (fiscal year ended December 31, 2018)

Established: 1927

Number of Stores: 19,277 (as of February 28, 2019)

Company Name: Ito-Yokado Co., Ltd.

President: Torimado Suga

Number of Employees: 12,386.1 billion yen (as of February 28, 2019)

Paid-in Capital: 1,980

Established: 1990

Number of Stores: 7,000 (as of February 28, 2019)

Number of Employees: 7,133 (as of February 28, 2019)

Company Name: York-Benimaru Co., Ltd.

President: Yutaka Suga

Number of Employees: 1,086

Paid-in Capital: 208.2 billion yen (as of February 28, 2019)

Established: 1973

Number of Stores: 176

Number of Employees: 1,981 (as of February 28, 2019)

Company Name: THE GARDEN JIYUGAOKA

President: Masao Nishimura

Number of Employees: 1,236

Paid-in Capital: 10.9 billion yen (as of February 28, 2019)

Established: 1998

Number of Stores: 15

Number of Employees: 1,510 (as of February 28, 2019)

*Figure includes part-time employees counted by converting working hours at a rate of 163,500 hours/month.
Sogo & Seibu

Operating Companies

**Department Store**

Sogo & Seibu are aiming to be department stores noted in the local community that play a supporting role in residents’ lives. We have been working to strengthen the creation of thematic sales areas, focusing in particular on stores in the Tokyo metropolitan area such as Sogo Ikebukuro and Sogo Yotsuya. We also aim to provide customers with fresh new discoveries through product introductions that surpass expectations.

**Specialty Store**

Specialty Store for Maternity, Baby and Toddler Items

Akachan Honpo

Aiming to Provide “Comprehensive Child-Raising Support”

With a corporate message that emphasizes “offering a child-rearing environment full of smiles,” Akachan Honpo aims to provide joy and emotional satisfaction. The number of Akachan Honpo members has risen to over 2 million, and over 90% of mothers with young children are familiar with the Akachan Honpo brand. 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-rearing support,” such as sharing child-rearing information via a mobile app, offering leaflet birth-and-child-rearing for all of its customers.

**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 decor. We are engaged in the development of original products, as well as the design which reflects customers’ suggestions. We are 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.

**Restaurant Operation, Fast Food, and Contract Food Services**

Seven & i Food Systems

Offering Customers a Bright Tomorrow through the Value Our Food and Service Provide

Seven & i Food Systems has developed business operations that focus on food. The company runs the restaurant chain Den Den, the Poppo fast food chain, and the White Coffee chain as well as providing contract food services for offices, hospitals and schools, etc. Seven & i Food Systems also runs 7-Eleven stores as a franchise. Aiming to realize an ongoing enhancement of corporate value, Seven & i Food Systems will continue to challenge to create a better tomorrow for our wide range stakeholders, by listening to our customers and responding to changing needs, and providing food and services that offer safety and real value.

**Online Sales of Fashionable Apparel**

Nissen Holdings

Providing Value That Exceeds Our Customers’ Expectations

Nissen Holdings’ business areas include the sale of clothing (mainly ladies’ clothing) and interior decor products through catalog-based mail order sales and online sales, as well as life insurance and general insurance services, credit card services, etc. We constantly work to support customers’ lives by providing clothing in customers’ lives. We have been working to evolve and develop as a company that will continue to be widely appreciated.

**Music Shop**

Tower Records

Created by Music Fans for Music Fans

Tower Records’ operations have expanded beyond selling music, video and related products. It now also includes our own in-store and online performance businesses, as well as in-store cafes, and clothing and branded goods production. In line with our corporate philosophy of “NO MUSIC, NO LIFE,” Tower Records seeks to realize the concept of “Music enriches people’s emotional and daily lives.” We do this through product planning, special events, customer communication, and provide services that help give people richer, happier lives through music.
**Specialty Store**

**Culture, Sports and Travel Business**

**Seven Culture Network**

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

Responding to the change in customers’ needs from consuming things to consuming experiences, Seven Culture Network provides learning and experiences to around 30,000 members through cultural and travel activities, by challenging to create services that provide spiritual enrichment and refreshment. Seven Culture Network also participates in the planning and implementation of special events and perks under the Group-wide Seven Miles Program.

**Books, Magazines and Digital Content**

**Seven & i Publishing**

Seven & i Publishing Helps to Enhance the Value of Other Group Companies through its Editorial and Network Capabilities.

Our business areas include book and magazine publishing and digital contents production. In our publishing business, Seven i Publishing publishes reader-focused books and magazines that link retailing with lifestyle information. Our “Cookpad Plus” publication, which introduces “Hall of Fame” recipes from the popular Cookpad website, has been particularly well-received. In the area of digital contents production, we produce and publish contents that will appeal to customers from a customer-focused perspective, in line with the business developments at other Seven & i Group companies.

**Web and IT Systems**

**Seven & i Net Media**

Providing Convenient Financial Services

Pursuing Convenience Based on a Nationwide Network of ATMs

Seven Bank has established a network of over 25,000 ATMs throughout Japan. We provide an ATM service that can be used anytime, anywhere, by anyone, safety and securely, with more than 600 partner companies including other financial institutions, etc. To encourage more people to use ATMs, Seven Bank has been working actively to develop partnerships with other fund transfer businesses besides financial institutions, as a new business category. Starting from October 2018, it has been possible to use Seven Bank ATMs to recharge prepaid transportation IC cards, etc. Seven Bank is also continuing to promote the installation of new ATMs at Seven & i Group stores, other commercial facilities, train stations, airports, other financial institutions, etc. Furthermore, customers who have an account with Seven Bank can deposit money with us, and Seven Bank also operates a settlement account business, including loan services and overseas remittance services, for which it receives commissions and interest payments. Our overseas operations include subsidiaries in the U.S.A. and Indonesia, which provide ATM services tailored to local settlement needs. Through these business areas, Seven Bank is seeking to help solve society’s problems while enhancing our own corporate value, and is aiming for sustained growth in the future.

**Developer Business**

**Seven & i Create Link**

Promoting Community Development as the Seven & i Group’s Comprehensive Developer Company

We possess a comprehensive range of capabilities relating to commercial facilities, including store development, leasing, and operational management. We undertake the development and operations of various types of commercial facilities in line with local needs, from large-scale shopping malls such as Ario and Grand Tree, to neighborhood shopping centers such as Seven Town. In the future, we will continue to pursue the development of forward-looking new commercial facilities, and to undertake the challenge of working towards further growth as a developer.

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

Seven & i Net Media provides system planning assistance to support the digital strategies of individual Seven & i Group companies, as well as undertaking design and production work, development and system operation. Working to keep pace with the latest technologies, we contribute towards making life more convenient for Seven & i Group customers by realizing effective utilization of the Omikuji e-commerce website, individual Group companies’ websites, smartphone apps and other services.

**Special Subsidary**

**Terube Ltd.**

Established to Expanding Employment for the Elderly and People with Disabilities

Terube Ltd. is a special subsidiary, with our headquarters in Kitami City, Hokkaido, which was established to expand employment for people with disabilities and for the elderly. Based on our corporate policy of the realization and popularization of the concept of disability normalization, Terube Ltd. has developed a shiitake mushroom cultivation business and a printing business. The shiitake mushroom business is JISAP-certified. The mushrooms cultivated by the company are sold by other Seven & i Group companies under the “Terube” brand. The company’s goal is to be a company where people with disabilities, senior citizens, and other employees can all work at their own pace.

**Corporate Profile 2019-2020**

**Company Name:** Seven Culture Network Co., Ltd.
- **President:** Moritoshi Hayakawa
- **Established:** 2006
- **Paid-in Capital:** 3,000 million yen (as of February 28, 2019)

**Company Name:** Seven & i Publishing Co., Ltd.
- **President:** Masae Kanetake
- **Established:** 2006
- **Paid-in Capital:** 2,242 million yen (as of February 28, 2019)

**Company Name:** Seven Culture Network Co., Ltd.
- **President:** Moritoshi Hayakawa
- **Established:** 2006
- **Paid-in Capital:** 3,000 million yen (as of February 28, 2019)

**Financial Services**

**Seven Bank**

Providing Convenient Financial Services That Are Closely Linked to Everyday Life

As the Seven & i Group’s financial services company, Seven Financial Service has been developing credit card, electronic money, leasing and insurance services, while also creating new types of financial services that are integrated with retail services. In the future, besides endeavoring to expand various types of settlement services, we will also be working actively to develop new financial products and data-driven marketing that makes effective use of customer data. We will be striving to provide financial services that are closely linked to everyday life, so as to continue delivering new value in more convenient ways.

**Seven Financial Service**

Providing Convenient Financial Services That Are Closely Linked to Everyday Life

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**Affiliated Enterprises in Each Region**

**DAICHI**

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**

Odakyu Shoji operates supermarkets and convenience stores in Tokyo and in Kanagawa Prefectures, mainly near Odakyu Station lines.

**Corporate Profile 2019-2020**

**Company Name:** Seven Bank, Ltd.
- **President:** Fujimori (as of February 28, 2019)
- **Established:** 2001
- **Paid-in Capital:** 30,372 million yen (as of March 31, 2019)
- **Number of ATMs:** 20,152
- **Number of Employees:** 480 (as of March 31, 2019)

**Company Name:** Seven Financial Service Co., Ltd.
- **President:** Fujimori (as of February 28, 2019)
- **Paid-in Capital:** 75 million yen (as of March 31, 2019)
- **Number of Credit Cards:** 6.77 million
- **Number of Members:** 455,186
- **Number of Employees:** 248 (as of February 28, 2019)
**Corporate Communication Tools**

**Seven & i Holdings**

**Corporate Website**

**CSR**

- CSR Data Book

**IR Library**

- Presents a wide range of IR tools.
  https://www.7andi.com/en/ir.html

- **Corporate Outline**
  Presents information relating to the operations of the Seven & i Group and its individual operating companies.

- **Seven & i Management Report (Integrated Report)**
  Presents details of the measures being implemented by Seven & i to raise corporate value over the medium to long term.
  https://www.7andi.com/en/library/mr

- **Securities Report**
  (Japanese website)

- **Consolidated Financial Statements**
  (Japanese website)

- **Brief Summary on the Financial Results**

**Quarterly Report**

Shareholder newsletter which is sent to all shareholders every three months. Presents information relating to the latest measures implemented by Seven & i Group companies.

https://www.7andi.com/company/quarterly.html

**Seven-Eleven Japan**

**Corporate Communication Tools**

- **Recruitment Information for the Group Companies**
  (Japanese website)
  https://www.7andi.com/recruit.html

**Seven Bank**

**Integrated Report (Disclosure)**

Provides comprehensive details of the current state of Seven Bank’s business operations and of its financial data, as well as non-financial data that drives Seven Bank’s continued growth.

https://www.seib.co.jp/en/library/disclosure/

**List of Officers**

(as of May 23, 2019)

**Directors and Auditors**

- **President and Representative Director:** Tetsuro Higashi*
- **Vice President and Representative Director:** Hidekazu Nakamura
- **Director and Managing Executive Officer:** Yukio Mafune
- **Director and Executive Officer:** Shiroyuki Miyasaka
- **Director:** Toshiro Yonemura*

**Executive Officers**

- **Managing Executive Officer:** Tomohiro Saito
- **Managing Executive Officer:** Tetsuro Higashi

**Full-time Audit & Supervisory Board Members**

- Noriyuki Habano
- Yoshifumi Taniguchi
- Kazuhito Hayashi

**Audit & Supervisory Board Members**

- Tetsuro Higashi*
- Hidekazu Nakamura

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

**Organization Chart**

(as of May 23, 2019)