



2019-2020 Corporate Profile



Message from the President

Seven & i Group covers a diverse range of business areas, including convenience stores, superstores, 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.

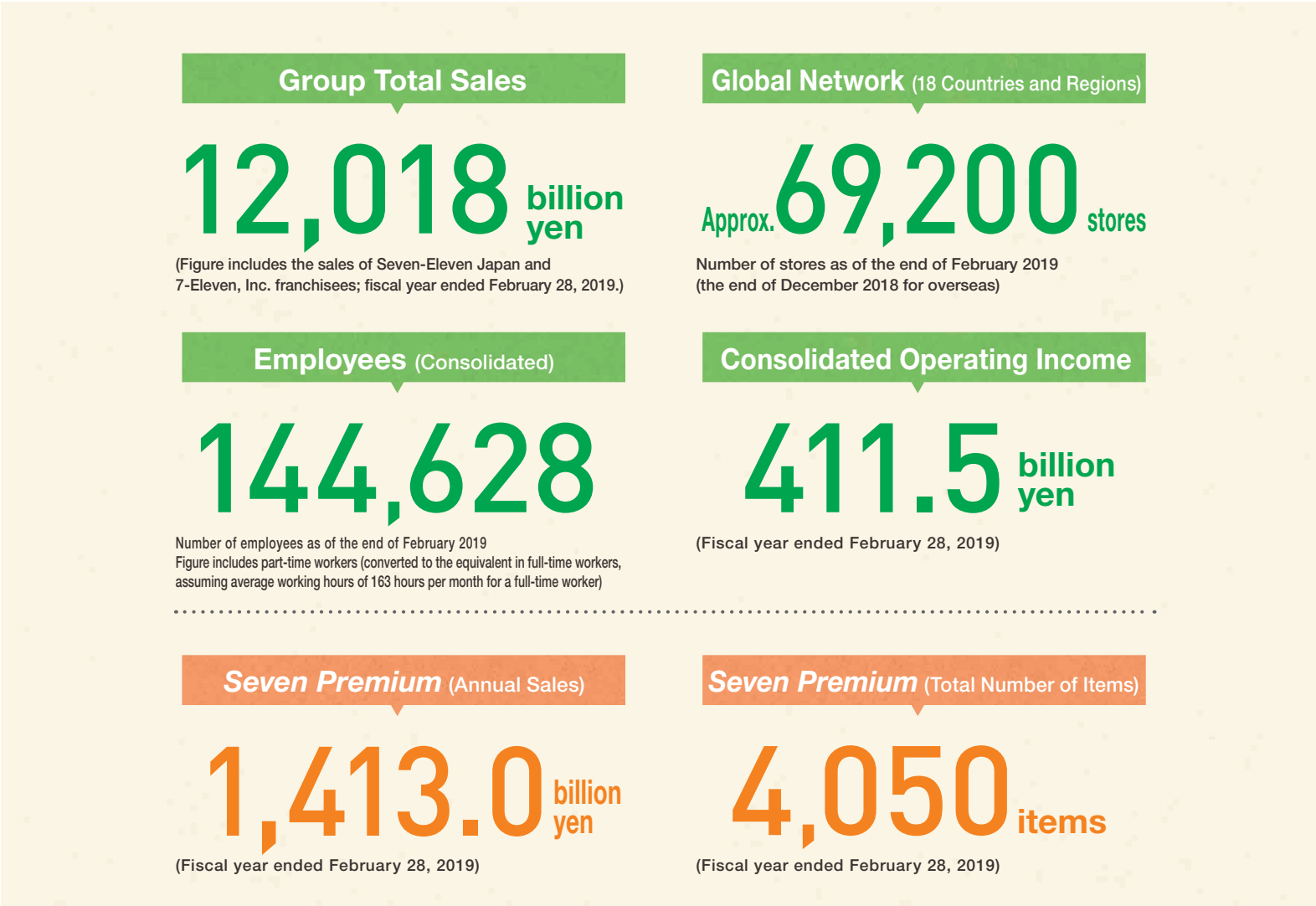


Group Creed

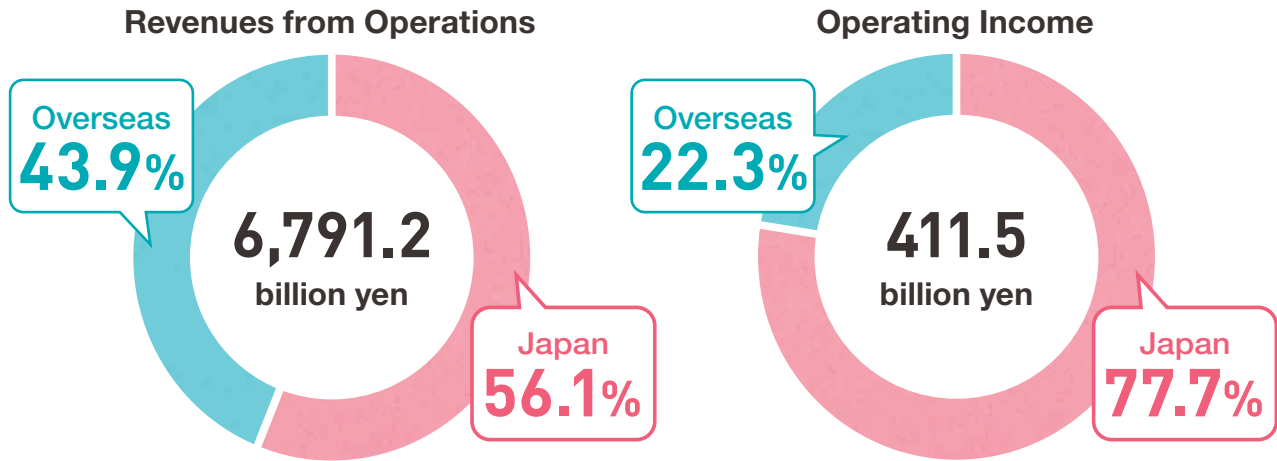
- We aim to be a sincere company that our customers trust.
- We aim to be a sincere company that our business partners, shareholders and local communities trust.
- We aim to be a sincere company that our employees trust.

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.



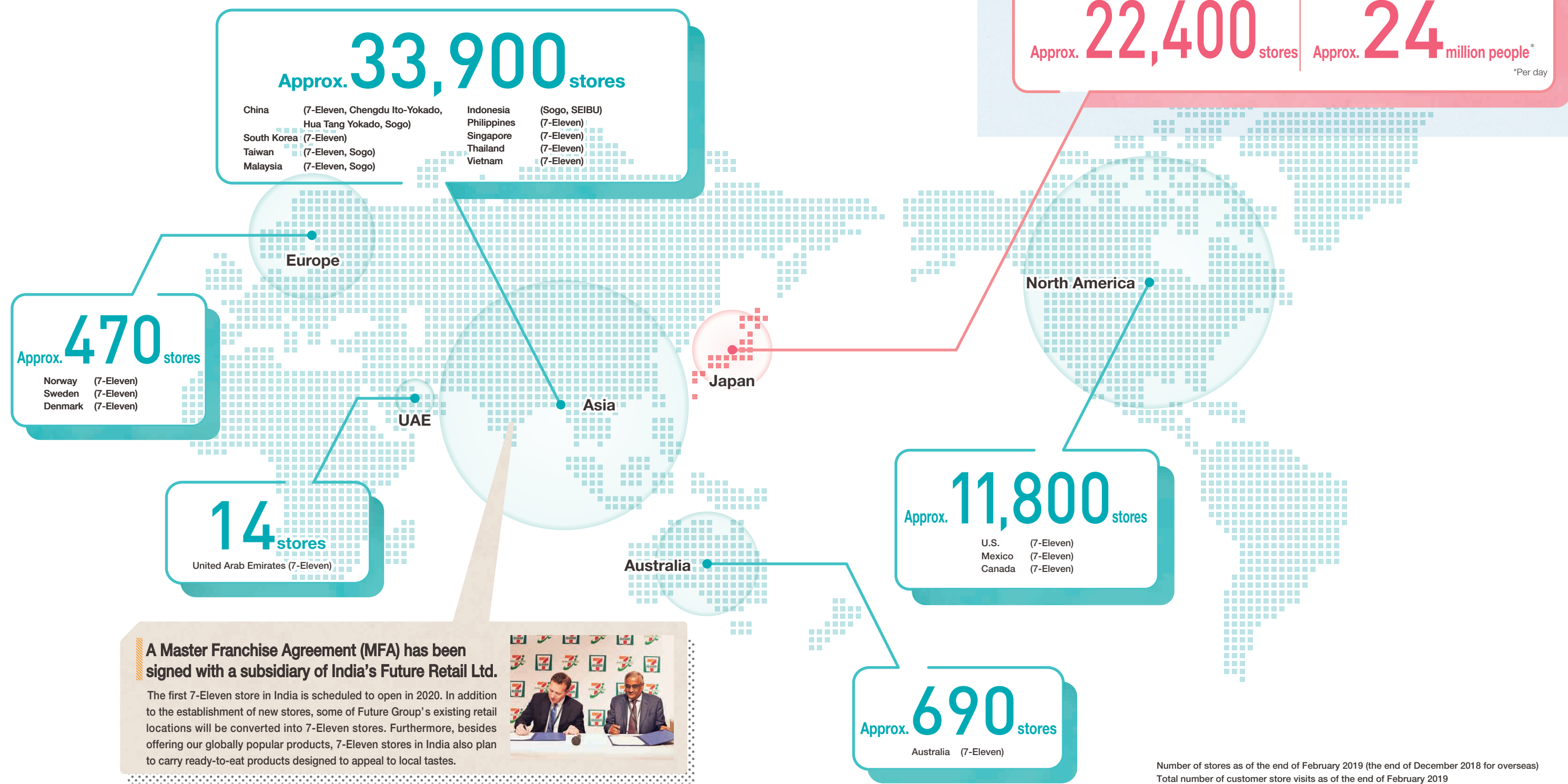
Consolidated Revenues from Operations and Operating Income, by Region



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.



■ 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 (CHINA) INVESTMENT CO., LTD. SEVEN-ELEVEN (BEIJING) CO., LTD. [270 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 (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. GOTTUOBIN CO., LTD.
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■ 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. FCTI, Inc. *Number of ATMs installed
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The Seven & i Group Is Providing Support for Daily Life and Evolving Together with Society

We are a world-leading retail innovator that supports customers' daily lives through our diverse range of business areas.
We also create new value for society by effectively using Group synergy.

■ 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.	York-Keibi Corporation Seven Farm Co., Ltd. Ito-Yokado (China) Investment Co., Ltd. Chengdu Ito-Yokado Co., Ltd. [9 stores] Hua Tang Yokado Commercial Co., Ltd. [1 store] DAIICHI CO., LTD. [23 stores] Tenmaya Store Co., Ltd. [48 stores]
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■ Specialty Store Operations

Includes a wide range of specialty stores. We demonstrate the power of trusted brands in each segment.

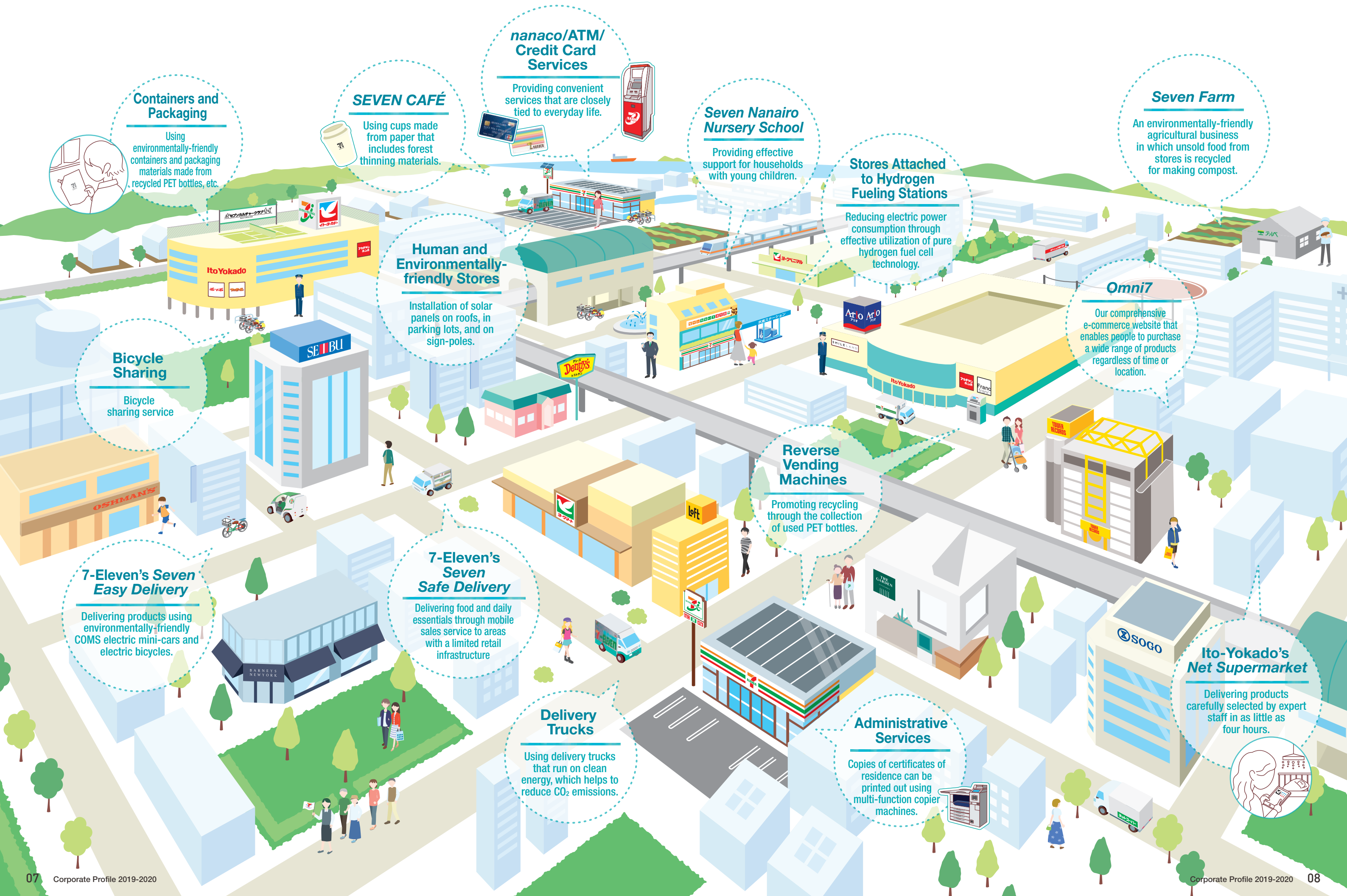
Akachan Honpo Co., Ltd. [110 stores] THE LOFT CO., LTD. [118 stores] Seven & i Food Systems Co., Ltd. ● Restaurants (Denny's) [370 branches] ● Contract food services [195 stores] ● In-store, specialty stores, and others [137 stores]	Nissen Holdings Co., Ltd. Barneys Japan Co., Ltd. [12 stores] Oshman's Japan Co., Ltd. [7 stores] Francfranc Corporation [143 stores] Tower Records Japan Inc. [81 stores]
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■ Other Operations

Creating valuable services through Group-wide collaboration. 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 Co., Ltd. Seven & i Asset Management Co., Ltd.	Yatsugatake Kogen Lodge Co., Ltd. Terube Ltd. PIA Corporation
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Figures in parentheses denote the number of stores as of the end of May 2019 (the end of March 2019 for overseas stores)



Containers and Packaging

Using environmentally-friendly containers and packaging materials made from recycled PET bottles, etc.

SEVEN CAFÉ

Using cups made from paper that includes forest thinning materials.

**nanaco/ATM/
Credit Card
Services**

Providing convenient services that are closely tied to everyday life.

**Seven Nanairo
Nursery School**

Providing effective support for households with young children.

**Stores Attached
to Hydrogen
Fueling Stations**

Reducing electric power consumption through effective utilization of pure hydrogen fuel cell technology.

Seven Farm

An environmentally-friendly agricultural business in which unsold food from stores is recycled for making compost.

**Bicycle
Sharing**

Bicycle sharing service

**Human and
Environmentally-
friendly Stores**

Installation of solar panels on roofs, in parking lots, and on sign-poles.

Omni7

Our comprehensive e-commerce website that enables people to purchase a wide range of products regardless of time or location.

**Reverse
Vending
Machines**

Promoting recycling through the collection of used PET bottles.

**7-Eleven's
Seven
Safe Delivery**

Delivering food and daily essentials through mobile sales service to areas with a limited retail infrastructure

**7-Eleven's Seven
Easy Delivery**

Delivering products using environmentally-friendly COMS electric mini-cars and electric bicycles.

**Delivery
Trucks**

Using delivery trucks that run on clean energy, which helps to reduce CO₂ emissions.

**Administrative
Services**

Copies of certificates of residence can be printed out using multi-function copier machines.

**Ito-Yokado's
Net Supermarket**

Delivering products carefully selected by expert staff in as little as four hours.

We Are Taking On the Challenge of Further Developing Our Group Synergies 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

Seven-Eleven Japan

- 1999**
 - Began selling original bread products made from dough which does not contain yeast nutrients or emulsifiers.
- 2001**
 - Began displaying allergy information on 24 product items, including 19 original daily products, in response to new legal requirements (the number of products items for which allergy information is displayed has since risen to 27).
 - Launched a new initiative to eliminate the use of preservatives and artificial colorants from the company's original daily products.
- 2006**
 - Reduced the use of trans-fatty acids in frying oil and original bread products.
 - Eliminated the use of phosphate (for moisture retention and adhesion purposes) in ham, sausages, etc. used in original bread and sandwich products.
- 2019**
 - Began displaying the dietary fiber and sugar content on original daily products.

Ito-Yokado

- 2002**
 - Launched the new “Vegetables with a Producer’s Face” brand, that can identify who made, providing enhanced safety and security for consumers.
- 2004**
 - The “Food with a Producer’s Face” range of products was expanded to include meat and fresh fish.
- 2005**
 - Launched a new initiative to eliminate the use of preservatives and artificial colorants in original delicatessen products.
- 2017**
 - Began using cholesterol-free frying oil for delicatessen products prepared in-store.

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.



Denny's

- 1988**
 - Began displaying calorie information on menus.
- 1996**
 - Began displaying salt content information on menus.
- 2002**
 - Introduced new, low-allergen menu items.
- 2007**
 - Introduced a new nutritional data chart.
- 2017**
 - Began displaying information about the use of allergens (specific seven types of ingredients) on all menus, for every time period of restaurant operation.
- 2018**
 - The number of allergens for which information was given on menus was increased from 7 to 27.
- 2019**
 - Starting from 2019, details of dietary fiber and sugar content were noted on all menus.



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.



*Seven & i Data Lab is a project that aims to use Big Data integration across a wide range of business enterprises, research institutes, etc., both within and outside the Seven & i Group. The project also aims to create new business opportunities and help solve social problems through the use of data analysis and related activities. The Seven & i Data Lab project was launched in June 2018, with more than 10 enterprises from different industries participating.

The Seven & i Group and

The Seven & i Group has for many years now been responding to changes in the social environment by providing high-value-added products and services that help to improve people's lives, and we will

the **SDGs**

been responding to changes in the social products and services that help to continue to do so in the future.

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD

What kind of society are we aiming to create, and what do we need to do to achieve this? The Sustainable Development Goals (SDGs) represent a guide that can help us to answer these questions. The SDGs are a set of international sustainable development objectives to be met by the year 2030, which aim to realize a global society in which "no one is left behind." All 193 United Nations (UN) member states, including Japan, have committed themselves to the realization of the SDGs.



Five Material Issues That the Seven & i Group Is Focusing on to Help Achieve the SDGs

Material Issue **1** **Providing Social Infrastructure** in an Era of Aging Society and Declining Population

Responding to changes in the social environment that include the aging of the population, the increase in the number of working women and a fall in the number of retail stores, Seven & i Group is implementing measures to make shopping more convenient through our social infrastructure consisting approximately 22,400 stores throughout Japan.

Seven-Eleven Japan

Seven Safe Delivery

Seven Safe Delivery Service is a mobile sales service that 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 Seven Safe Delivery Service vehicles were in operation throughout Japan. This service is vitally important to regional communities.

- Other main initiatives in this area**
- Ito-Yokado's Net Supermarket
 - 7-Eleven Net Convenience Store service
 - ATM operation using voice instructions

Material Issue **2** **Providing Safety and Security** through Our Products and Stores

We attach the utmost importance to providing our customers with high-quality products and services that offer safety and security.

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.

A sample menu item: All Beef Hamburger with Bacon and Cheese

Allergens contained in this product▶
Egg, dairy, wheat, beef, soybean, pork
715kcal Salt equivalent: 4.0g

Ito-Yokado

"Food with a Producer's Face"

Ito-Yokado implements effective management in order to accurately provide customers with production information for its "Food with a Visible Face" brand. For example, the brand not only shows the producers of agricultural, livestock, and aquatic food products, but it also shows the production area and production method as well as the distribution channels.

Other main initiatives in this area

- Reducing the use of additives in food products
- Measures to develop healthy food products with low salt content, low calories, etc.
- Seven Meal service, with meal ingredients overseen by expert nutritionists
- Safety Station program

Material Issue **3** **Realizing Waste-free Utilization** of Products, Ingredients and Energy

We view eliminating waste—in terms of products, ingredients and energy—throughout the value chain as one of the most important challenges we face, and we are taking steps to tackle this issue.

Seven Farm

Environmentally-friendly Cyclical Agriculture

Seven Farm has put in place a "recycling loop" system whereby 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.

- Other main initiatives in this area**
- Inverse vending machines
 - Adoption of energy-saving equipment
 - Seven Premium's environmentally-friendly containers

Material Issue **4** **Supporting Active Roles for Women, Young People and Seniors, across the Group and in Society**

Among the 140 thousand employees within the Group, there are part-time as well as full-time workers, foreign nationals, and those who are working while taking care of their children or looking after aged relatives, etc. We aim to provide a work environment where employees from diverse backgrounds can actively participate.

Ito-Yokado / Sogo & Seibu

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 these services, expert consultants who hold public health nursing and midwifery qualifications provide free advice about health during pregnancy and about childcare.

- Other main initiatives in this area**
- Nursery schools for 7-Eleven staff (Seven Nanairo Nursery School)
 - Adoption of staggered working hours systems
 - Holding of child-raising support events

Material Issue **5** **Building an Ethical Society and Improving Resource Sustainability** Together with Customers and Business Partners

In every process from the procurement of the ingredients to delivering products to customers, not only do we comply with legal and regulatory requirements, we also provide products and services that meet social and environmental expectations, and contribute to a more sustainable resource usage.

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.

- Other main initiatives in this area**
- "Seven Forest" forest conservation project
 - Sale of organic products
 - Sale of Marine Stewardship Council (MSC) certified products



Measures to Safeguard Resources and the Environment

GREEN CHALLENGE 2050

Working to realize a sustainable resource conservation throughout the

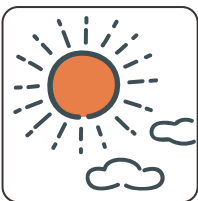
society by implementing and recycling measures supply chain.

The key themes being addressed by the Seven & i Group



The Seven & i Group's GREEN CHALLENGE 2050 environmental initiative set targets to be achieved by 2030 and by 2050 in relation to four themes. In order to be able to hand down a rich global environment to future generations, Seven & i Group as a whole is making a concerted effort to reduce our environmental footprint.

1



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.

Emissions associated with the operation of the Group's stores (compared to FY2013)

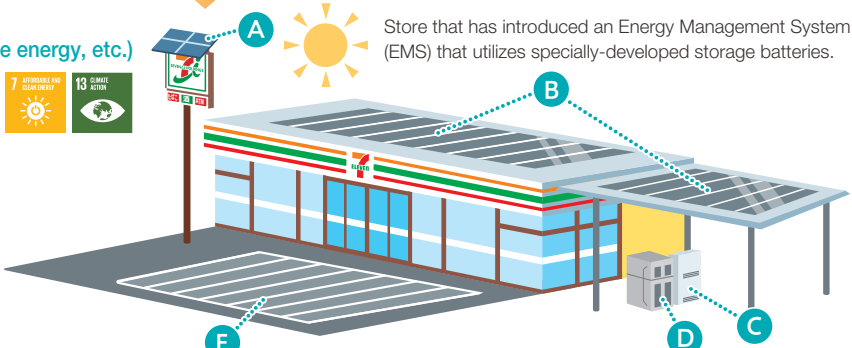


We aim to reduce emissions across our entire supply chain (including Scope 3 emissions), not just our own emissions (Scope 1 + 2).

Reduction of CO₂ emissions (energy-saving measures, adoption of renewable energy, etc.)

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.



- A Sign-poles with attached solar panels
- B Solar panels installed on car-ports and roofs
- C Large-capacity lithium ion battery system
- D Using recycled batteries to store electric power
- E Solar road panels

2



Measures directed against plastic waste

The pollution of the oceans by plastic waste is a serious problem. We are working hard to reduce the consumption of plastic items, such as plastic shopping bags and plastic containers, which are used once and then disposed of.

Plastic shopping bag usage

Target for 2030

Zero usage

Our aim is to use sustainable natural materials such as paper for making the shopping bags that we use.

Containers used for original products (including Seven Premium products)

Made of biomass, biodegradable or recyclable materials, paper, etc.

Target for 2030

50%

2050 Vision

100%

Measures directed against plastic waste (shopping bags, plastic containers and packaging)

We are promoting the adoption of paper shopping bags on a trial basis, examining the potential for making shopping bags from other environmentally-friendly materials, and promoting recycling activities utilizing reverse vending machines.

- ① Reverse vending machines installed at 7-Eleven stores.
- ② Reverse vending machines installed at Ito-Yokado, York-Benimaru and York Mart stores.

Ito-Yokado began collecting used PET bottles to recycle in 1997. This was the start of what would become a Group wide practice. To date, these machines have recovered the equivalent of around 300 million PET bottles (approximately 8,900 tons of material) annually (as of FY2018). Inside the machines, the PET bottles are automatically cleaned to remove foreign materials, and are compressed (to as little as one-eighth the original size), before being transported to a recycling facility. They are recycled into PET bottles and food trays so that the material can be used again in stores.



Number of PET Bottles Collected The equivalent of approx. 300 million bottles

Seven-Eleven Japan, Ito-Yokado, York-Benimaru and York Mart have installed a combined total of 759 reverse vending machines (as of the end of February 2019)

3



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 to promote recycling.

Amount of food waste generated per unit of sales (food waste generation per million yen of sales) (compared to FY2013)



Food waste recycling rate



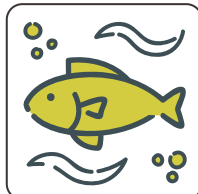
Food loss prevention and food recycling measures

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



Seven-Eleven Japan's partner company Prime Delica Co., Ltd. has opened the 7-Eleven exclusive Sagami-hara Vegetable Plant, which is the first vegetable plant in Japan to completely control every aspect of production from planting to harvest.

4



Sustainable procurement

In order to offer convenient, safe and secure environmentally-friendly products to our customers, we are increasing the use of food product raw materials that ensure sustainability.

Food product raw ingredients used in original products (including Seven Premium products)

Targets for food product raw materials that help to ensure sustainability

Target for 2030

50%

2050 Vision

100%

Sustainable procurement (MSC certification, sustainable palm oil, etc.)

We are promoting the sale and development of products that hold environmental certification, such as Marine Stewardship Council (MSC) certification or Aquaculture Stewardship Council (ASC) certification.



Seven Premium Salted Cod Roe with Red Pepper, 110g, has received Marine Stewardship Council (MSC) certification. The certification is awarded to natural marine products harvested from sustainable fisheries.



Minami-Sanriku Togurakko Oyster, has received Aquaculture Stewardship Council (ASC) certification. This certification is awarded to sustainable aquaculture products.

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.



Replace

FSC-certified paper

Paper made using material from properly managed forests

Utilization of forest thinning

Paper made from timber obtained through forest thinning in order to maintain forest health

Recycle

Recycled PET bottle

Film made from recycled PET bottles

Eliminating the use of aluminum foil

Switching over to recyclable paper packaging



Reduce

Biomass ink

Adding plant-derived resin to printing ink

Biomass film

Adding plant-derived resin to film material

Reducing material thickness

Reducing the quantity of resources used

Environmentally-friendly labels

Labels made using environmentally-friendly ink, recycled PET bottles, etc.

Initiatives with Stakeholders

Collaboration with Local Governments

The Seven & i Group is promoting a further reduction of its environmental footprint. We are also working towards the realization of a prosperous, sustainable society by collaborating with suppliers and local communities throughout the supply chain.



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.

Number of Comprehensive Alliance Agreements with Local Governments **Approx. 230** organizations

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

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

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



Obtained certification and commendation under the "White 500" large-scale corporations division in the 2018 Certified Health & Productivity Management Outstanding Organization Recognition Program. This certification program, which has been implemented by Japan's Ministry of Economy, Trade and Industry (METI), aims to integrate social evaluation with respect to corporations that have adopted a strategic approach to addressing employee health management from a managerial perspective.

Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York Mart, Sogo & Seibu, Seven & i Food Systems, Seven Card Service, Seven & i Publishing

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 run in collaboration between Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). Candidates are selected from among the approximately 3,600 companies listed on the First Section or Second Section of the TSE, the TSE's "Mothers" emerging stocks board, or JASDAQ, that have demonstrated outstanding performance in terms of promoting the empowerment of women in the workplace.

Terube has been certified as an enterprise contributing to the advancement of persons with disabilities



Terube Ltd., which has been in existence for 25 years, aims to create a convenient workplace environment for people with disabilities. In recognition of Terube's efforts to realize the normalization of disabled persons' employment, the company has been certified by the Japan Association of Employers of Persons with Severe Disabilities.

Percentage of People Employed with Disabilities **2.80%**

The Group employment rate applies to five companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado and Seven & i Food Systems (as of May 1, 2019).

Awarding of Eruboshi Certification



Individual companies within the Seven & i Group have been awarded the Eruboshi Certification mark, which is granted by Japan's Minister of Health, Labour and Welfare to enterprises that have demonstrated outstanding performance in promoting women's advancement in the workplace, in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace. In the future, we will continue to promote measures for the career development of female employees, helping female employees to balance work and childcare responsibilities, and realizing work style reform.

Third Level

Seven & i Holdings, Ito-Yokado, Sogo & Seibu, Seven Bank, Seven Financial Service, Seven Card Service, Nissen, Nissen Life, and Seven Culture Network

Second Level

Seven & i Food Systems

Percentage of Female Managers (Section Manager or Higher) **23.1%**

Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank. Eight companies in total (as of February 28, 2019).

PRIDE 2018 Gold Certification



Seven-Eleven Japan has received the highest (Gold) level of assessment in the Pride 2018 evaluation organized by voluntary 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 Minister of Health, Labour and Welfare as "Childcare-supporting Enterprises." Six Seven & i Group companies have been awarded Kurumin certification (as of May 31, 2019).

Platinum Kurumin certification Ito-Yokado

Kurumin certification Seven & i Holdings, Seven-Eleven Japan, York-Benimaru, Sogo & Seibu, Seven & i Food Systems, and Seven Bank.

The number of 7-Eleven stores in Japan rises to over 20,000

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

ひとつひとつのお店の物語が、数え切れないほど重なって。

あしたへの想いをつなげて
セブン-イレブンは
日本No.1店舗数の2万店！

あしたへの想いをつなげて
セブン-イレブンは
日本No.1店舗数の2万店！

安全・安心、そして健康。
ますますチカラを
入れていきます。

一緒に、あしたへ。

ありがとう
2万店

セブン-イレブンの数値

近くて便利 セブン-イレブンは。

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 Ito-Yokado Grocery Store 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 1946 by Seven & i Holdings Honorary 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 are getting even more convenient to use



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

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

Cash withdrawal without having an account is available 24 hours.



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 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.	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.	Akachan Honpo Co., Ltd. was made a wholly owned subsidiary.	
	Dec.	NitteSeven Co., Ltd. was established.	
2008	Jul.	Seven & i Net Media Co., Ltd. was established.	
	Aug.	Business and capital alliance made with AIN Pharmacies 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 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 DAIICHI 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.	
		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. was made a wholly owned subsidiary.	
2017	Jul.	Business alliance made with ASKUL Corporation.	
	Sep.	Began installation of 7-Eleven Vending Machines.	
	Oct.	Seven Nanairo Nursery School was founded.	
		SEVEN-ELEVEN OKINAWA CO., LTD. was established.	
2018	Jan.	Seven Payment Service, Ltd., a new company specializing in remittance and settlement services, was established.	
		7-Eleven, Inc. acquired the retail business of Sunoko LP.	
		The number of 7-Eleven stores in Japan rose to over 20,000.	
		Business alliance made with Izumi Co., Ltd.	
	Apr.	Seven Mile Program launched.	
	Jun.	(7-Eleven App and Ito-Yokado App)	
		Seven & i Data Lab, a research organization working to realize the effective utilization of data across companies, was established.	
	Jul.	Business alliance made with Odakyu Electric Railway Co., Ltd. and with Odakyu Shoji Co., Ltd.	
		Business alliance agreement signed with Zoshinkai Holdings Inc.	
2019	Feb.	7-Eleven, Inc. signed a Master Franchise Agreement (MFA) 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 2050 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.

Convenience Store

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 change in 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.



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

President : Fumihiko Nagamatsu
Total Store Sales : 4,898.8 billion yen
(fiscal year ended February 28, 2019)
Established : 1973
Paid-in Capital : 17.2 billion yen
(as of February 28, 2019)
Number of Stores : 20,876 (as of February 28, 2019)
Number of Employees : 9,092 (as of February 28, 2019)



Seven-Eleven Okinawa

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

7-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.



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

President : Kenji Hisanabe
Established : October 25, 2017
Paid-in Capital : 1,500 million yen
(as of February 28, 2019)
Number of Employees : 37 (as of February 28, 2019)

Convenience Store (Overseas)

7-Eleven, Inc.

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 its 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 18 countries and regions throughout the world. Aiming to implement a global-scale response to social issues such as the UN Sustainable Development Goals (SDGs) in collaboration with its global franchisees, 7-Eleven, Inc. is working hard to enhance the value of the 7-Eleven brand.



Company Name: 7-Eleven, Inc.

President & CEO : Joseph M. DePinto
Total Store Sales : 3,993.2 billion yen
(fiscal year ended December 31, 2018)
Established : 1927
Paid-in Capital : \$13,000
(as of December 31, 2018)
Number of Stores : 9,573
(as of December 31, 2018)
Number of Employees : 19,994 (as of February 28, 2019)

Superstore



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 we 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 superstores that can serve as hubs for the local community and foster interaction between local residents.



Company Name:
Ito-Yokado Co., Ltd.

President : Tomihiro Saegusa
Revenues from Operations : 1,236.1 billion yen
(fiscal year ended February 28, 2019)
Established : 1920
Paid-in Capital : 40.0 billion yen
(as of February 28, 2019)
Number of Stores : 161
(as of February 28, 2019)
Number of Employees : 34,133* (as of February 28, 2019)

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.



Company Name:
York-Benimaru Co., Ltd.

Chairman : Zenko Ohtaka
President : Yukio Mafune
Revenues from Operations : 445.2 billion yen
(fiscal year ended February 28, 2019)
Established : 1947
Paid-in Capital : 9,927 million yen
(as of February 28, 2019)
Number of Stores : 225 (as of February 28, 2019)
Number of Employees : 14,700* (as of February 28, 2019)



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 making daily meal experiences more enjoyable, fulfilling and convenient for customers living in the local area.



Company Name:
York Mart Co., Ltd.

President : Masato Otake
Revenues from Operations : 146.1 billion yen
(fiscal year ended February 28, 2019)
Paid-in Capital : 1.0 billion yen
(as of February 28, 2019)
Number of Stores : 79 stores
(as of February 28, 2019)



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.

Corporate Information
(Japanese website)



Company Name:
SHELL GARDEN CO., LTD.

President : Hitoshi Inatomi
Revenues from Operations : 26.9 billion yen
(fiscal year ended February 28, 2019)
Paid-in Capital : 100 million yen
(as of February 28, 2019)
Number of Stores : 21 (as of February 28, 2019)

Department Store



Sogo & Seibu

Developing Department Stores That Provide New Value and Ideas That Surpass Expectations.

Sogo & Seibu aim to be department stores rooted in the local community that play a supporting role in customers' 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 Seibu Ikebukuro and Sogo Yokohama. We also aim to provide customers with fresh new discoveries through product introductions that surpass expectations.

In addition, with services such as "Kirei Station" and "Pre-Mama Station," a service dedicated to expecting mothers, Sogo & Seibu is focused on providing services that utilize the high level of specialist expertise that only department stores can provide in order to support customers. As an overseas licensor, Sogo & Seibu also operates 33 department stores in other parts of Asia, all of which are luxury department stores that have become very popular with local consumers.

Corporate Information

Company Name:
Sogo & Seibu Co., Ltd.

President : Takuji Hayashi
Revenues from Operations : 615.2 billion yen (fiscal year ended February 28, 2019)
Founding : 1830
Paid-in Capital : 20 billion yen (as of February 28, 2019)
Number of Stores : 15 (as of February 28, 2019)
Number of Employees : 6,608* (as of February 28, 2019)

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-raising 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-raising support", such as sharing child-rearing information via a mobile app, for joyful childbirth and child-raising for all of its customers.

CSR Information (Japanese website)

Company Name:
Akachan Honpo Co., Ltd.

President : Yoshiyuki Sato
Revenues from Operations : 102.6 billion yen (fiscal year ended February 28, 2019)
Founding : 1932
Paid-in Capital : 3.78 billion yen (as of February 28, 2019)
Number of Stores : 110 (as of February 28, 2019)
Number of Employees : 2,963* (as of February 28, 2019)



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. We are engaged in the development of original products, the design of 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.

Corporate Information

Company Name:
THE LOFT CO., LTD.

President : Koki Ando
Revenues from Operations : 103.4 billion yen (fiscal year ended February 28, 2019)
Established : 1996
Paid-in Capital : 750 million yen (as of February 28, 2019)
Number of Stores : 115 stores (as of February 28, 2019)
Number of Employees : 4,468* (as of February 28, 2019)



Restaurant Operation, Fast Food, and Contract Food Services

Seven & i Food Systems

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

Seven & i Food Systems has developed business operations that are focused on food. The company runs the restaurant chain Denny's, the Poppo fast food chain, and the White Goat Coffee Shop chain and KOJIMACHI 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

franchisee. 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 of stakeholders, by listening to our customer and responding to changing needs, and providing food and services that offer safety and real value.

CSR Information (Japanese website)

Company Name:
Seven & i Food Systems Co., Ltd.

President : Masami Komatsu
Revenues from Operations : 78.2 billion yen (fiscal year ended February 28, 2019)
Established : 2007
Paid-in Capital : 3.0 billion yen (as of February 28, 2019)
Number of Stores : 716 (as of February 28, 2019)
Number of Employees : 8,697* (as of February 28, 2019)

Specialty Store



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 our customers' lifestyles

and life stages through a customer-focused approach. At the same time, all of our employees are working together to create new value in order to evolve and develop as a company that will continue to be widely appreciated.

CSR Information (Japanese website)

Company Name:
Nissen Holdings Co., Ltd.

President : Jun Habuchi
Established : 1970
Paid-in Capital : 11,873 million yen (as of February 28, 2019)

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

BARNEYS
NEW YORK

Barneys Japan

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

Barneys Japan is the operator of Barneys New York—one of the world's leading specialist fashion stores—stores in Japan. The product line includes everything from men's and women's clothing to accessories and shoes, as well as bags, tableware and stationery. Our product assortment includes both

original products and European, American and Japanese designer brands. What makes Barneys Japan special is our unique, high-end atmosphere, generated through the effective integration of store design, product displays, customer service and communication geared toward the customers.

Corporate Information (Japanese website)



▼Barneys New York Ginza Store

Company Name:
Barneys Japan Co., Ltd.

President : Masami Sekiguchi
Established : 1989
Paid-in Capital : 4,990 million yen (as of February 28, 2019)
Number of Stores : 12 (as of February 28, 2019)

OSHMAN'S Sports Store

OSHMAN'S

Encouraging a Sports-Filled Life

Oshman's is a sporting goods store that provides lifestyle ideas so that people can enjoy life through sports. We cater not only for athletes and sportspeople, about anyone who likes to exercise. Product categories include surfing, outdoor activities,

running, yoga, weight training, fitness activities, and swimming. Oshman's also holds participation-type events for beginners in the areas of surfing, yoga, running, camping, etc.

Corporate Information (Japanese website)

Company Name:
Oshman's Japan Co., Ltd.

Representative Director : Atsushi Matsumoto
Established : 1984
Paid-in Capital : 2,500 million yen (as of February 28, 2019)
Number of Stores : 8 (as of February 28, 2019)

Francfranc

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. We always conduct our business in line with Francfranc's corporate philosophy, which emphasizes using Value by

Design to make daily life richer and more enjoyable for people. Francfranc Corporation has several brands, including the Francfranc brand, and operates stores in both Japan and Hong Kong. We aim to be a company that offers lifestyle solutions while constantly providing new value in line with changes in customers' needs.

Corporate Information (Japanese website)

Company Name:
Francfranc Corporation

President & CEO : Fumio Takashima
Established : 1990
Paid-in Capital : 100 million yen
Number of Stores : 140 (as of February 28, 2019)



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 running our own label and live performance business, as well as in-store cafés, 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, and customer communication, and we provide services that help give people richer, happier lives through music.

Corporate Information (Japanese website)

Company Name:
Tower Records Japan Inc.

President : Ikuo Minewaki
Established : 1981
Paid-in Capital : 100 million yen (as of February 28, 2019)
Number of Stores : 79 (as of February 28, 2019)

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*.

Corporate Information
(Japanese website)



Company Name:
Seven Culture Network Co., Ltd.

President : Hideyuki Hagiwara
Established : 2009
Paid-in Capital : 1,650 million yen
(as of February 28, 2019)



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.

Corporate Information
(Japanese website)



Company Name:
Seven & i Publishing Co., Ltd.

President : Masae Kanetake
Established : 1995
Paid-in Capital : 242 million yen
(as of February 28, 2019)



Web and IT Systems

Seven & i Net Media

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 *Omni7* e-commerce website, individual Group companies' websites, smartphone apps and other services.

Corporate Information
(Japanese website)



Company Name:
Seven & i Net Media Co., Ltd.

President : Hiroto Taguchi
Established : 2008
Paid-in Capital : 7,665 million yen
(as of February 28, 2019)



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.

CSR Information
(Japanese website)



Company Name:
Seven & i Create Link Co., Ltd.

President : Yoshihiro Kondo
Established : 2005
Paid-in Capital : 622 million yen
(as of February 28, 2019)



Special Subsidiary

Terube

Established to Expand Employment for the Elderly and People with Disabilities

Terube 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 has developed a shiitake mushroom cultivation business and a

printing business. The shiitake mushroom business is JGAP-certified. The mushrooms cultivated by the company are sold by other Seven & i Group companies under the “Terubee” brand. Terube's goal is to be a company where people with disabilities, senior citizens, and other employees can all work at their own pace.

Corporate Information
(Japanese website)



Company Name:
Terube Ltd.

President : Keiko Fujimoto
Established : 1994
Paid-in Capital : 400 million yen
(as of February 28, 2019)

Financial Services



Seven Bank

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, safely 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.

CSR Report



Company Name: Seven Bank, Ltd.

Chairman : Kensuke Futagoishi
President : Yasuaki Funatake
Ordinary Income : 119.5 billion yen
(fiscal year ended March 31, 2019)
Established : 2001
Paid-in Capital : 30,572 million yen
(as of March 31, 2019)
Number of ATMS : 25,152
Installed Domestically : (as of March 31, 2019)
Number of Employees : 460 (as of March 31, 2019)



Seven Financial Service

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.

CSR Information
(Japanese website)



Company Name:
Seven Financial Service Co., Ltd.

President : Tatsuya Mizuochi
Established : 1975
Paid-in Capital : 75 million yen
(as of February 28, 2019)
Number of Credit Card : 6.71 million
Service Members : (as of February 28, 2019)
Number of Electronic : 65.18 million
Money Cards Issued : (as of February 28, 2019)
Number of Employees : 248 (as of February 28, 2019)

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



Odakyu Shoji operates supermarkets and convenience stores in Tokyo and in Kanagawa Prefecture, mainly near Odakyu railway lines.

Corporate Communication Tools

Seven & i Holdings

Corporate Website



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



CSR



CSR Data Book

<https://www.7andi.com/en/csr/csrreport/2018.html>



IR Library

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



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/ir/library/mr>



Corporate Outline

Presents information relating to the operations of the Seven & i Group and its individual operating companies.
<https://www.7andi.com/en/ir/library/co/2019.html>



Securities Report

<https://www.7andi.com/en/ir/library/secrepo/201902.html>



(Japanese website)

Consolidated Financial Statements (Kessan Tanshin)

<https://www.7andi.com/en/ir/library/kt/202002.html>



Brief Summary on the Financial Results

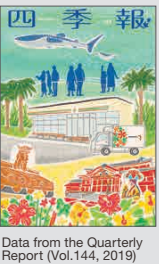
<https://www.7andi.com/en/ir/library/kh/202002.html>



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>



Data from the Quarterly Report (Vol.144, 2019)

Recruitment Information for the Group Companies



Recruitment information

<https://www.7andi.com/recruit.html>



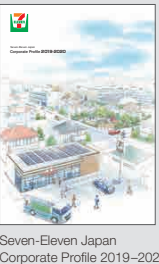
(Japanese website)

Seven-Eleven Japan

Seven-Eleven Japan Corporate Profile

Company guide for Seven-Eleven franchisees. Presents details of the systems and measures used to support franchisees' operations.

https://www.sej.co.jp/company/en/c_profile.html



Seven-Eleven Japan Corporate Profile 2019-2020

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.sevenbank.co.jp/english/ir/library/disclosure/>



Seven & i Holdings Co., Ltd.

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

Total Number of 144,628*1
Employees (As of the end of February 2019)
Headquarters Location ... 8-8 Nibancho, Chiyoda-ku, Tokyo
Consolidated Results for ... Group Total Sales 12,018.0 billion yen*2
the Fiscal Year Ended
February 28, 2019
Revenues from Operations 6,791.2 billion yen
Operating Income 411.5 billion yen
Ordinary Income 406.5 billion yen
Net Income 203.0 billion yen
(Exchange rate: U.S.\$1 = 110.44 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 23, 2019)

■ Directors and Auditors
President & Representative Director: Ryuichi Isaka
Vice President & Representative Director: Katsuhiro Goto
Director & Managing Executive Officer: Junro Ito
Director & Executive Officer: Kimiyoshi Yamaguchi
Director & Executive Officer: Shigeki Kimura
Director: Fumihiko Nagamatsu
Director: Joseph Michael DePinto
Director: Yoshio Tsukio*
Director: Kunio Ito*
Director: Toshiro Yonemura*
Director: Tetsuro Higashi*
Director: Kazuko Rudy*
Full-time Audit & Supervisory Board Member: Noriyuki Habano
Full-time Audit & Supervisory Board Member: Yoshitake Taniguchi
Audit & Supervisory Board Member: Kazuhiro Hara*
Audit & Supervisory Board Member: Mitsuko Inamasu*
Audit & Supervisory Board Member: Kaori Matsuhashi*
*Indicates an outside director or Audit & Supervisory Board Member.

■ Executive Officers
Managing Executive Officer: Tomihiro Saegusa
Managing Executive Officer: Takuji Hayashi
Managing Executive Officer: Yukio Mafune
Managing Executive Officer: Seiichi Ishibashi
Executive Officer: Yoshimichi Maruyama
Executive Officer: Hisataka Noguchi
Executive Officer: Nobutomo Teshima
Executive Officer: Shinya Ishii
Executive Officer: Hidekazu Nakamura
Executive Officer: Ken Shimizu
Executive Officer: Minoru Matsumoto
Executive Officer: Mayumi Tsuruy
Executive Officer: Yuji Kaneko

Organization Chart

(as of May 23, 2019)

